

**Yale Alumni Fund
Meeting of the Board of Directors
February 10, 2020
Yale Club of New York City**

Directors Present

Chairman: Michael Tom '83 M.D.
Vice Chairman: Marla Grossman '90

Nina Adams '69 M.S., '77 MSN
Lydia Andre '82
Anne Wilson Brown '85
Tara Campbell YC '20
Lise Chapman '81 MBA
Jamie Cheney '02
Jackson Cole YC '20
Claudia Covo '81
Romy Drucker '07
Michael Coleman Duddy '85 M.Arch.
Kem Edwards '49
Rebecca Allen Ehrhardt '90
Weatherly Emans '97
Jeffrey Feldman '95 MBA
Howard Friedman '98
Thomas Ginakakis '09
Brian Hammerstein '85
Samantha Warshauer Heffner '02
Jerry W. Henry '80 M.Div.
David Herzer '67
Katherine Philip Kaufman '10
Stewart Landefeld '76
Tony Lavelly '64

Carol M. Lee '79
Lorena Lopes '85
Charles Lord '87
Mark Meyer '94 M.D., '98 J.D.
Maria Paola Nastro '98 Ph.D.
Alexander Nazem '04, '12 M.D.
Amy Oshinsky '77
Lillian Oshva '96 M.D.
Mertz K. Peters '55
Rachel M. Protacio '15
Allan Rabinowitz '54
Carl L. Reisner '78 J.D.
Shana Katz Ross '00, '06 MBA
Ellen Levy Ryan '77
Anthony Sabatelli '84 Ph.D.
Deborah Sherman '89
William Shikani '10
Evangeline Wyche Tross '78
Andrew Wallach '80
Gregory Thomas Wolf '92
Ted I.K. Youn '81 Ph.D.
Brett Zbar '94

Directors Absent

Robert Allison '67
Jessica Anschutz '07 M.Div.
Amy Atkeson '95, '99 M.D.
Otis Baker '19
Sarah Better '19
Christina Bost Seaton '01
Jacob Buchdahl '94, '97 J.D.
Martha Burson '11, '18 MBA
Ronny Choudhury '19
Marianna Cuomo Maier '19
Benjamin Daus-Haberle '12, LAW '21
Zachary DeWitt '09
Alec Ellison '84
Danielle Ellison '15
Asefeh Faraz '07 M.S.N., '15 Ph.D.
Charles N. Farmer '66

John Rudolph Hallen Jr. '01
Melissa Hilton '83, '89 MBA
John Francis Homan '02 M.E.M.
William T. Hyman '80
James Jones '66
Theodore T. Jones '57
Ethan Karetzky '14
Andrew R. Karlin '08
Firoozeh Kashani-Sabet '97 Ph.D.
Heidi Katter YC '20
Daniel Kilpatrick '03
Curtis Large '92
Philip Lebowitz '72 M.D.
Michael Lei '14
John McKissack YC '20
Jeffrey C. Miller '65

Margo Wolf O'Donnell '90
Neeta Ogden '94
Reynolds Ostrover '14
Chris Quazzo '19
Shady Qubaty YC '20

David Schamis '95
Andy Sipes '85
Alan Stamm '52
Laura E. Vrana '11
Greg J. Zorthian '75

Richard Roberts '86, '89 J.D.

Staff Present

Rebekah Alexander
Lynn Andrews '82
Amanda Baker '00 Mus.M.
Dennis Bradley
Gloria Caprio
Jenny Chavira
Tony Dini
Mark Donovan
Brandon Doyle
Devyn Evans
Shire Feingold
Michael Felberbaum
Eugénie Gentry
Jim Kenny

Ellen Lewis
Sandra Livramento
Nneka Maiurro
Cate McDonough
Michael Nock '19 MBA
Gina Perricone
Ann Rumberger
Jane Rushmore
Barbara Sabia
Chris Seager
Fran Spadacenta
Janelle Stevenson
Beth Zapatka

Ex-Officio Present

Jocelyn R.H. Kane, Managing Director, Yale Alumni Fund
Joan E. O'Neill, Vice President for Alumni Affairs and Development
Ira and Bonnie Siegel P'15, P'23, Chairs, Parents Annual Fund
Nancy Stratford '77, Chair, YAA Board of Governors

Ex-Officio Absent

J. Weili Cheng '77, Executive Director, YAA
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 III '66
Thomas Leatherbury '76, '79 J.D.
George M. Levin, Jr. '66
Bobbi Mark '76

Randolph M. Nelson '85
Nancy Stratford '77
John M.R. Thomas '80

Former Chairs Absent

Marvin J. Deckoff '53
Robert K. Hopkins '86 MBA
Theodore T. Jones '57
Gilbert H. Kinney '53, '54 M.A.

Howard H. Newman '69, '69 M.A.
Wilson Nolen '48
David Singer '84
William H. Wright II '82

Chairman's Remarks

Yale Alumni Fund Chairman Michael B. Tom opened the meeting and began his remarks by welcoming everyone to the second Board meeting of the 2019-2020 fiscal year and acknowledging the former Alumni Fund Chairs in attendance Biff Folberth, Ted Jones, Tom Leatherbury, Murph Levin, Bobbi Mark, Randy Nelson, Nancy Stratford and Jack Thomas. He also recognized Joan O'Neill, Vice President for Alumni Affairs and Development, Eugénie Gentry, Associate Vice President for Development and Campaign Director and Jenny Chavira, Deputy Executive Director of the YAA.

Michael called for a motion to approve the minutes from the September 2019 Board meeting. 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 meeting: George Buchanan, Class of 1959, Yale College Class Agent, Frederick Dent, Class of 1944, Yale College Chair of Agents, David Freeman, Class of 1955, Yale College Class Agent, Donald Mell, Class of 1953, Yale College Class Agent, Danforth Rogers, Class of 1959, Yale College Class Agent, Louis Savarese, Class of 1947, Yale College Class Agent, and Constance Thurber, Class of 1947, Yale Divinity School Class Agent.

Student Engagement

Michael expressed pride in the success of Eli Days this past fall. In addition to Yale College and the Graduate School, five Professional Schools participated. He was excited to note that over 500 students were reached through the Bulldog Bus and Plant Your Roots—the tulip bulb planting day, and that Vicky Chun and Marvin Chun were part of the fun on Cross Campus.

He reported that the Senior Class Gift kicked off before The Game and that their event was a great success. He referenced positive feedback received on the new giving designations, with students now giving to The Arts, Athletics and Student Support in addition to the standard six designations. He shared about a recent trivia night that they hosted that was at full capacity with 29 teams and 150 seniors. He was glad to report that by the end of the night, the Senior Class Gift total increased to 343, tracking ahead of last year by 70 gifts.

Michael then recognized two Senior Class Gift co-chairs that were present at the meeting: Jackson Cole and Tara Campbell.

He then discussed the residential college study breaks that took place in December as a result of collaboration with the YAA and other partners in the development office. He explained that local alumni were invited to participate and Yale Alumni branded pens were given out to students to share the message that alumni support their efforts as students and look forward to welcoming them into the alumni community after graduation.

Michael remarked that there is much more planned for student engagement for this spring and that he looks forward to sharing more in June.

Assembly and Convocation Event

Michael thanked those who were able to attend the 2019 Assembly and Convocation event. He shared that feedback received post-event was incredibly positive, and planning for the fall is underway.

He was glad to announce the theme for the 2020 event—the Arts and Humanities. He also announced that Tamar Gendler, Dean of the Faculty of Arts & Sciences will be the champion for the event this year, and in this role she will advise on how to ensure that the theme is conveyed using the best voices and spaces on campus.

Call for Nominations to the Board

Michael then made a call for nominations to the Board of Directors. Each year, the Nominating Committee is recruited and convened to determine a slate of new and returning 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. Michael reminded those in attendance that all nominees must be current Alumni Fund volunteers.

Michael announced that this year's committee is led by Romy Drucker. He reminded those in attendance that the online nomination form was emailed last week and told them to feel free to submit recommendations and encourage others to do so. Romy and Jocelyn are the contacts for any questions.

Michael offered thanks in advance for putting forth great volunteers, noting that last year six of the new board members were nominated by fellow volunteers. This was a significant increase when compared to previous years.

Michael then turned the podium over to Jocelyn Kane, Managing Director of the Yale Alumni Fund.

2019-2020 Alumni Fund Goals and Progress

Jocelyn thanked Michael and shared information on the progress made since the September meeting. On average, most schools have achieved between 65 and 80 percent of their dollar goals, and participation is also heading in the right direction.

She highlighted the Architecture School, noting that they are well positioned to have another successful year.

She also noted that embedded in these results are 6,500 gifts at the leadership level, which accounts for a \$1.7M increase compared to this same time last year. She said this is a wonderful position to be in as we head toward June 30.

Team Achievements

Jocelyn reflected on some of the ways that our partnership has brought success to Yale and the Alumni Fund this year: over 32,000 personal connections between volunteers and alumni and parents, the Yale College Yale Leads Challenge, with 1,927 donors resulting in more than \$1.1M raised, and December collaborations with nearly 50 efforts executed between staff and volunteer teams.

She also referenced the Alumni Fund's success with GiveCampus, to be covered in more depth by staff members Ann Rumberger and Sandra Livramento, adding that this is another area where Yale leads, so much so that Yale has been asked to present at the upcoming GiveCampus Conference.

Jocelyn was thrilled to announce that this work resulted in 10,968 gifts received in December, bringing current totals to \$30.5 million from over 27,000 donors. She remarked that is an excellent position to be in as we continue to push during the last two quarters of the fiscal year.

She thanked those in attendance for their work together and then turned the podium over to Ann Rumberger, Deputy Director of the Yale Alumni Fund, and Sandra Livramento, Senior Associate Director of the Yale College Alumni Fund.

GiveCampus

Ann Rumberger and Sandra Livramento took the podium to provide an update on GiveCampus, the Alumni Fund's volunteer fundraising portal.

Ann spoke about the search for a new volunteer portal which began in 2018. Leveraging the close partnership between the volunteer workgroup and staff, GiveCampus was selected to be the fundraising volunteer management system in fall of 2018. One of the first decisions made was which schools and units would adopt the portal, and when they would launch. It was determined that Yale College, with the largest volunteer population, and the Graduate School would both launch in March 2019. The other schools with fundraising volunteers would be modeled on the Yale College version of the portal and therefore, their launch schedule would come later in the year.

Ann was pleased to report that all schools rolled out their portal versions by this past November. She noted that Yale College reunions and the Law School are scheduled for April rollout.

Ann shared the latest numbers for portal adoption, with a chart illustrating by school the number of registered fundraising volunteers. She was thrilled to report that as of the day of the meeting, there were over 1,100 volunteers registered on the portal. And more importantly, she noted, was that every single one of the Board meeting attendees was registered. She expressed her gratitude that all attendees were leading by example.

Sandra took a moment to acknowledge a very energetic group of volunteers. Beginning in 2016, the Technology Workgroup consisted of just seven board members. Since then, the workgroup has gone through four expansions, growing beyond the board, and increasing to over 50 members from both Yale College and the Graduate and Professional Schools.

Sandra asked members of the Technology Workgroup, Volunteer Portal Launch Workgroup, and those currently serving as Volunteer Portal Ambassadors to stand and acknowledged. She expressed how fortunate the Alumni Fund has been to have had this evolving workgroup giving invaluable volunteer input during each progressive stage of the portal.

Sandra announced this year's mission for the Volunteer Portal Ambassadors: to build on the successful launch of the portal last March. They were given the very ambitious goal of increasing volunteer participation in the portal to over 1,000 by registering an additional 500 volunteers by the end of this fiscal year. As Ann previously announced, the workgroup achieved the goal early, less than one year after launching. Sandra announced the new stretch goal to be 1,500 volunteers registered by June 30.

Sandra presented positive feedback from volunteers spanning across all decades about their portal experience. As with many new tools, once people start experiencing it, they quickly see the benefits, and embrace it. She made special note of a comment which read, "I love having real time information. It makes me feel so much more empowered as a volunteer trying to stay on top of my assignments!" This comment specifically underscores the reason why a new volunteer portal was necessary. The primary goal for the new portal was to empower volunteers.

Sandra thanked everyone for being the Fund's partners on the frontlines, talking with their peers and making the case for the Alumni Fund to help develop the pipeline of Yale's next major donors, and expressed the need to ensure volunteers were able to do their work *even more* successfully than they've done in the past.

Sandra then addressed ongoing plans for the GiveCampus volunteer portal. The Volunteer Portal Ambassadors are continuing their work to encourage portal adoption and increase usage of the tool to ready volunteers for this year's Bulldog Blitz challenge. To increase usage, the Ambassadors are creating

new and engaging templates for the platform, including ones with Handsome Dan, of course, and they are conducting on-demand peer-to-peer training. To encourage portal adoption broadly, Chairs of Agents recently received an email from Ambassadors Tom Leatherbury and Tony Lavelly asking Chairs to personally encourage their agents to register and use the portal. Sandra also noted that from the office in New Haven, portal invitations and volunteer testimonials are regularly sent out to encourage more registrations.

Finally, Sandra noted that the Alumni Fund will soon be conducting a volunteer survey about the GiveCampus experience. She reminded those in attendance to be on the lookout for this survey later this spring.

Ann then noted that while launching a new volunteer fundraising portal was one of the Alumni Fund's campaign readiness goals, another goal was the creation of a new position for Volunteer Engagement. She announced that the Alumni Fund successfully hired Tony Dini for this new role. She then asked him to stand for acknowledgement. She explained that Tony will be the Alumni Fund's GiveCampus expert and staff contact for the portal. He will work with volunteers to onboard, train, and troubleshoot the portal. In addition, he will be using GiveCampus to analyze many Alumni Fund data points including agent group performance, participation rates, volunteer usage and data collection results.

At this time, Ann paused for a few moments for questions about the content presented during the first half of the meeting.

After questions and answers, Jocelyn welcomed to the podium Marla Grossman, Vice Chairman of the Board of Directors who introduced Deborah Berke, Dean of the Yale School of Architecture.

Dean Berke presented and took questions.

Michael returned to the podium thanking Dean Berke. He called for a motion to adjourn the meeting. The motion was seconded, and the meeting was adjourned.