Assembly LXXIV
November 13-15, 2014

The Entrepreneurial Spirit at Yale
Darcy Troy Pollack ’87, Assembly Chair

OFFICERS
Lise Chapman ’81 MBA, Chair
Alison Brody ’95, Vice-Chair
Darcy Troy Pollack ’87, Executive Officer
Magda Vergara ’82, Executive Officer
Scott Williamson ’80, Executive Officer
Welcome back to campus! We’re delighted you’re here.

This week, we focus on the vibrant entrepreneurial spirit being fostered here. Following the lead of our new president, Peter Salovey, we celebrate the “more innovative” Yale embodied in the University’s many entrepreneurial ventures, programs and initiatives.

Many alumni are not aware yet that Yale has become a national leader in fostering entrepreneurial thinking. In countless places on campus, the entrepreneurial drive of Yale’s students, faculty and staff is flourishing, often in collaboration with Yale’s alumni. During this Assembly we hope to give you a taste of all this astonishing activity.

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Thursday

8 a.m.–5 p.m.

**Registration Check-in**  
*Rose Alumni House, 232 York Street*

Assembly participants will check in and receive their packet of materials for the Assembly program. The packet will include the final program for the weekend, as well as name badges, meal tickets and other materials.

9:15–9:25 a.m.

**Assembly Welcome**  
*University Theater, 222 York Street*

AYA Board of Governors Chair Lise Chapman ’81 MBA will welcome delegates and guests, and Assembly Chair Darcy Troy Pollack ’87 will introduce the theme of the Assembly.

9:25–9:50 a.m.

**Introduction to the Assembly**  
*University Theater, 222 York Street*

Linda Lorimer ’77 JD (*bio*, p. 34), Yale’s Vice President for Global and Strategic Initiatives, will speak on “The Entrepreneurial Spirit at Yale.”

Victor Wong ’11 (*bio*, p. 39), founder of the on-line media company PaperG, will describe the path of many student ventures today “From the Yale Entrepreneurial Institute to the Real World.”

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9:50–10:50 a.m.

**Start-Up Showcase**  
*University Theater, 222 York Street*

Ten selected groups of students, faculty and staff will each take five minutes and one slide to showcase their venture, program or initiative, and Assembly attendees will have a chance to ask them questions. Moderated by Jim Boyle ’87 MS, ’94 PhD (*bio*, p. 27), managing director of the Yale Entrepreneurial Institute.

11 a.m.–12 noon

**Keynote Address**  
*University Theater, 222 York Street*

Yale Corporation member Kevin Ryan ’85 (*bio*, p. 37), founder and CEO of the e-commerce company GILT, will speak on “Yale and the Global Entrepreneurial Movement.” Introduced by Jimmy Lu ’77, immediate past Chair of the AYA Board of Governors.

12:15–1:30 p.m.

**Lunch**  
*Various locations (by ticket)*

First-time delegates — whether appointed, ex-officio, or at-large — will attend a working-lunch orientation in the Quinnipiack Club, 221 Church Street, and they will find a ticket for this in their registration packets. Other Assembly participants will have lunch in designated residential colleges; the magnetic-swipe meal card in your registration packet will indicate your dining hall assignment. Those who selected the “Take a Student to Lunch” option when registering prior to November 1st will also find a note about the student they are to meet.
1:45–2:45 p.m.

BREAKOUTS: FIRESIDE CHATS

These six simultaneous “fireside chats” will pair students with alumni/faculty to informally discuss a particular area of entrepreneurial activity in which they are involved, after which you can ask questions.

**Entrepreneurship in Education**
*Underbrook, Saybrook College, 242 Elm Street*

With Aaron Feuer ’13 (bio, p. 30) of Panorama Education, an analytics firm that helps schools collect and analyze data from teachers and students; and Rafi Khan ’15 (bio, p. 32) of Gakko, a student group founded at Yale that targets education reform.

**Entrepreneurship in Sustainability**
*Nick Chapel, Trumbull College, 241 Elm Street*

With Sarah Wilson ’15 MEM, ’15 MBA (bio, p. 38) and Susannah Harris ’16 MEM, ’16 MBA (bio, p. 31) of Palate, producer of a smartphone app that helps people eat better by doing challenges with friends. Moderated by Stuart DeCew ’11 MEM, ’11 MBA (bio, p. 28), Program Director, Yale Center for Business and the Environment.

**Entrepreneurship in Healthcare & Life Sciences**
*Calhoun Cabaret, Calhoun College, 189 Elm Street*

With Chris Loose (bio, p. 33), executive director of the Yale Center for Biomedical and Interventional Technology (CBIT); Sean Mackay ’14 MBA (bio, p. 34) of IsoPlexis, developer of software that provides in-depth biological characterization of important immune and cancer cells; and Levi DeLuke ’14 (bio, p. 29) of 109 Design, developer of a monitoring system for braces worn by children with scoliosis.

**Entrepreneurship in High-Tech Software Development**
*Room A51, Watson Hall, 51 Prospect Street*

With Justin Borgman ’15 MBA (bio, p. 27) of Teradata, a cross-platform data-analytics software developer; and Prof. Daniel Abadi (bio, p. 26) of Yale’s Computer Science Department.

**Entrepreneurship in Entertainment**
*J.E. Theater, Jonathan Edwards College, 68 High Street*

With Frank Wu ’16 (bio, p. 40) and Mike Wu ’16 (bio, p. 40) of Aflume, an on-line platform that connects musicians with fans. Moderated by Yale alum Kevin Winston (bio, p. 39), founder and CEO of Digital LA.

**The Social Impact of Entrepreneurship**
*Davenport Auditorium, Davenport College, 248 York Street*

With Nancy Pfund ’82 MPPM (bio, p. 36) of DBL Investors, a venture capital company; and Ruchit Nagar ’15 (bio, p. 36) of the Yale Global Health Initiative. Moderated by Yale Alumni Fund chair Bo Hopkins ’86 MBA of CM Equity Partners.
3–4 p.m.

**BREAKOUTS: INTERACTIVE SESSIONS**

Four simultaneous breakouts designed to stimulate your engagement with our Assembly theme.

**Case Studies**  
*Davies Auditorium, Becton Center, 15 Prospect Street*

The masterminds behind two successful student start-ups will talk about how they did it. Moderated by Jim Boyle ’87 MS, ’94 PHD *(bio, p. 27)*, managing director of the Yale Entrepreneurial Institute. The two start-ups:

Through both a web and mobile application, **Spylight** enables consumers to identify and purchase products featured in their favorite TV shows. Represented by Casper Daugaard ’13 *(bio, p. 28)* and Alyssa Moore ’14 *(bio, p. 35).*


**Switch Pitch**  
*Room 208, William L. Harkness Hall, 100 Wall Street*

Alumni participants will split into subgroups, each assigned to an on-campus entrepreneurial venture run by students/faculty. Each venture describes itself to the alums, who then are responsible for coming up with a pitch back to the entire group on behalf of “their” venture; the entire group then votes on who presented most convincingly. Moderated by Kyle Jensen *(bio, p. 31)*, Director of Entrepreneurial Programs at the Yale School of Management.

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**CEID Design Workshop**  
*Becton Center, 15 Prospect Street (by admission ticket only)*

A hands-on demonstration of how students collaborate in Yale’s popular Center for Engineering Innovation and Design. Conducted by CEID director Eric Dufresne ’96 *(bio, p. 29)* and assistant director Joseph Zinter ’11 PHD, ’11 MHS *(bio, p. 41).*

**Networking Social**  
*Horchow Hall, Jackson Institute for Global Affairs, 55 Hillhouse Avenue*


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**4:15–5:15 p.m.**

**Shark Tank!**  
*Room 114, Sheffield-Sterling-Strathcona Hall (SSS), corner of Grove and Prospect*

Five on-campus ventures will each get to “pitch” for five minutes, followed by up to five minutes of questions from the audience and judges. Judges then get a final 10 minutes to judge and present the prize: a private working lunch with legendary entrepreneur Kevin Ryan ’85 *(bio, p. 37).* Introduced by Kim Goff-Crews ’83, ’86 JD *(bio, p. 30)*, Secretary and Vice-President for Student Life; moderated by Kyle Jensen *(bio, p. 31)*, Director of Entrepreneurial Programs at SOM. Judges:

- Rob Bettigole ’76, ’83 MBA *(bio, p. 26)*, Elm Street Ventures
- Miles Lasater ’00 *(bio, p. 33)*, Higher One
- Nancy Pfund ’82 MPPM *(bio, p. 36)*, DBL Investors
- Kyle Vanderlick *(bio, p. 38)*, Dean of Engineering
**On Your Own**

Other activities you might enjoy on **Thursday**

**5:30–7 p.m.**

**AYA Volunteer Leadership Awards Reception**
*Presidents’ Room, 2nd Floor, Memorial Hall (between Woolsey Hall and Commons)*

Join us for a wine and beer reception with hors d’oeuvres and a jazz quartet to celebrate the presentation of this year’s AYA Leadership Awards for Volunteer Innovation and Service (*see p. 42 for bios of this year’s awardees*) and the AYA Board of Governors Excellence Awards for alumni groups and programs (*see p. 46 for descriptions*). Together we will congratulate these outstanding volunteers and groups for their efforts on behalf of Yale and their communities.

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**7 p.m.**

**Dinner on Your Own**

Many Classes, Clubs, SIGs and other constituencies are planning their own by-invitation dinners, cocktail receptions and other events this evening. If you’re free, this will be your opportunity to try one of the many fantastic restaurants downtown that have given New Haven its reputation as a destination for “foodies.”

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**7:15 p.m.**

**YaleGALE Reunion at Mory’s**
*Mory’s, 306 York Street*

Open to all. Past participants in Yale Global Alumni Leadership Exchange programs are encouraged to drop by, say hello and catch up, while anyone interested in learning more about YaleGALE and its activities is warmly welcome, too. Cash bar.

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**7:30 p.m.**

**Cello Recital**
*Sprague Memorial Hall, 470 College Street*

Alvin Wong ’15 DMA presents his doctoral recital, a program of Beethoven, Prokofiev, Martinů and others. Free admission.

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**8 p.m.**

**The Tempest**
*Whitney Humanities Center, 53 Wall Street*

Shakespeare’s dramatic comedy is presented by Theater Studies students and directed by Toni Dorfman. Free admission; tickets should be reserved through [http://YaleDramaCoalition.org](http://YaleDramaCoalition.org).

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**8 p.m.**

**MuZeum**
*Yale Cabaret, 217 Park Street*

A “Bollywood masala ride” drama illuminating the exploitation of India’s women today. Tickets ($25) may be purchased at the door or by phone, (203) 432-1566. Pre-show dinner service starts at 6:30 p.m.

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**8 p.m.**

**Yale Dramat: The Rocky Horror Show**
*University Theater, 222 York Street*

A student production of the classic 1970s rock-and-roll cult musical. Tickets ($17) at the door; the box office opens at 7 p.m.
Friday

The registration desk at Rose Alumni House, 232 York Street, will be open from 8 a.m. to 3 p.m. today.

8:30–10:45 a.m.

Assembly Keynote Plenary: Celebrating Our Volunteers
Levinson Auditorium, Yale Law School, 127 Wall Street

Come hear about the amazing work being done around the world by Yale alumni volunteers. Moderated by AYA executive director Mark Dollhopf ’77, this session will review success metrics from both of the AYA’s Strategic Plans, recap alumni programs from the past year, preview upcoming events, and provide plenty of new ideas that your group could consider. The morning will include presentations about the organizations listed on the facing page.

You will also be treated to an announcement of the winner of the second annual AYA Travel Photo Contest.

CELEBRATING OUR VOLUNTEERS

Relations and Community-Building
Association of Asian American Yale Alumni Reunion
Cincinnati Yale Club: 150th Anniversary
Class of 2009 Reunion
Jonathan Edwards Reunion
SOB and Spizzwinks Reunions
Yale Black Alumni Association:
Afro-Am House 45th Anniversary
Yale Club of St Louis: City’s 250th Anniversary
Yale Entrepreneurs and Investors Conference
Yale Social Media Summit
Yale Alumni Nonprofit Alliance (YANA) Conference

Lifelong Learning
Financial Life after Yale
“Photographers Dream of Yale” Course
YAANY: Foodtober New York
Yale Club of Washington, DC: Civil War Trip
Yale for Life
Yale Musical Theater of the Air

Service to Others
Film: The Millionaires’ Unit
Green Careers for Yale Blues
Yale Alumni Association of Western North Carolina
Yale Alumni Service Corps in Ghana
Yale Alumni Service Corps in India
Yale Concert Band in Ghana
Yale Day of Service
Yale Percussion Group Performance
YaleGALE in Europe

Upcoming Events
Yale Alumni College
Yale Club Presidents Summit in New Mexico
YaleGALE to India, Sweden, South Africa
YASC to India, Brazil, West Virginia, California
11 a.m.–12 noon

INFO ON ALUMNI PROGRAMS: SESSION I

This session (and a second one held at 4:15 p.m. this afternoon; see p. 18) will provide an opportunity for Assembly attendees to learn more about current AYA programs and to provide input on new initiatives. Session presenters will offer an overview and/or annual report and include time for Q&A, as well as information on how to get involved.

Alumni Leadership/Board of Governors Interest
Room 116, William L. Harkness Hall, 100 Wall Street

Repeated at 4:15 p.m., same venue; see p. 18.

What kinds of volunteer leadership opportunities are available to Yale alumni through the AYA? This session will help current volunteer leaders learn about service in new and additional roles, including service on the AYA Board of Governors and how a Yale volunteer can become a Board member. The session is open to all Assembly attendees who would like to know more about other volunteer leadership opportunities at the AYA. Delegates in the second or third year of their terms who think they might be interested in Board service are especially encouraged to attend.

Shared Interest Groups: Yale Tech
Afro-American Cultural Center, 211 Park Street

The AYA is pleased to welcome an emerging new member of the SIG family: Yale Tech, a global community for alumni in the technology industry. Originally begun in San Francisco with over 200 active alumni, this Shared Interest Group has grown to include an annual conference and year-round events in different cities. Entrepreneurs, techies and investors

Yale Day of Service: Making a Difference in Your Community
Room B60, Watson Hall, 51 Prospect Street

Wondering how you can get the Yale Day of Service going in your area? Or have you participated in the program as a volunteer in the past and want to get more involved as a Site Coordinator or Club Coordinator? Come to this session to learn how we can help you reach out and make your community stronger while connecting with other members of the Yale family. AYA staff and Day of Service volunteer leaders will share their experiences and answer questions.

Best Practices in Social Media
Levinson Auditorium, Yale Law School, 127 Wall Street

Repeated at 4:15 p.m., same venue; see p. 18.

Alumni groups have increasingly, and effectively, been using social media to connect with their constituencies and to share the stories of their programs and events. This session will be led by Mark Stricker and Maura Scanlon of Yale’s Office of Public Affairs and Communications, professional specialists who have helped make the University itself a leader in social media. Whether your goal for social media is to step up your game or just get into the game, join with fellow alumni leaders to share and learn about the most effective ways to enhance your group’s communications.
**Introduction to iModules:**
**So You Want a Better Website?**
*Room 208, William L. Harkness Hall, 100 Wall Street*

Repeated at 4:15 p.m., same venue; see p. 18.

Starting in 2015, the AYA will offer a free suite of tools from iModules (www.imodules.com) to help any interested Classes, Yale Clubs and SIGs design and maintain their own websites, manage secure on-line event registration, and communicate with constituents via broadcast e-mail. Come to this session to learn how iModules can help strengthen your relationship with your alumni audience. AYA staff will answer questions and tell you how you can get started using this exciting new tool.

**ASC: Alumni and Admissions Working Together**
*Room A53, Watson Hall, 51 Prospect Street*

Alumni Schools Committee volunteers serve a vital role for Yale’s undergraduate recruiting efforts around the globe. Jeremiah Quinlan ’03, Dean of Undergraduate Admissions, and Bowen Posner, director of the ASC program, will discuss major developments that aim to enhance alumni volunteers’ experience. These include a new ASC portal, through which interviews can be assigned and reports submitted; “ASC Orientation,” a new on-line platform to provide volunteers with guidance and tips about the program; and the launch of “Virtual ASC” technology, making it possible for alumni to interview applicants anywhere in the world via virtual chat.

**Assembly LXXIV Lunch with President Salovey**
*Commons, corner of Grove and College*

At lunch, AYA Assembly participants will hear remarks on entrepreneurship from President Peter Salovey ’83 MS, ’86 PHD. In addition, we will present the third annual Yale-Jefferson Public Service Awards, an alumni-student honor sponsored by Students and Alumni of Yale (STAY). These distinguished awards are given annually to recognize three Yalies — one alum, one graduate/professional student, and one undergraduate — who inspire others in the Yale community through innovative and sustained contributions of service to the greater good. See p. 60 for bios of this year’s awardees.

**Workshops & Board Meetings**

How can the initiatives of the new AYA Strategic Plan invigorate your constituency’s work for Yale? Attendees will break out by interest, constituency and/or activity to discuss bringing your leadership together with the goals of the plan. In addition, meetings will be held for task forces and boards, as listed below.

**Yale College Class Leadership**
*Room 317, Linsly-Chittenden Hall, 63 High Street*

This session will begin with an annual review of what Yale College classes are doing, followed by a panel of class volunteers who will share their successes and helpful how-to information. Panels like this one have been extremely beneficial to class officers in helping to kickstart new ideas and activities in their own classes.
Friday

This year’s panel will feature Chris Cory, Class of 1962 corresponding secretary and webmaster; Maria Burton, Class of 1985 Secretary; and Erin Coffey and Carrie Nguyen, Class of 2009 Fifth Reunion co-chairs and current class officers. Come hear them speak about groundbreaking websites, class birthday parties and breaking reunion attendance records!

Yale Clubs and Associations
Room 101, Linsly-Chittenden Hall, 63 High Street

Please join other Yale Club and Association volunteers for a plenary session in which you can benchmark your activities against those of other Clubs and learn about new initiatives in regional events. Representatives from the Yale Club of St. Louis and the Cincinnati Yale Club will make presentations about the successful signature events that they’ve held since the last Assembly. We’ll also discuss what characterizes a healthy Yale Club.

Shared Identity/Interest Groups: What Is Leadership 2.0?
Afro-American Cultural Center, 211 Park Street

The launch of a Shared Interest Group can be exciting. But what happens after the first two or three years? Or ten? How does a SIG continually inspire its members to fulfill the mission of the organization? Join the SIG team and alumni leaders as we discuss “Leadership 2.0” strategies for continued growth and success. Special guest speaker David Caruso, a management psychologist who conducts emotional intelligence (EI) training around the world, will talk about how to maintain productive, lasting relationships. Caruso has co-authored dozens of scientific publications, including (with Peter Salovey) The Emotionally Intelligent Manager. He is a research affiliate at the Yale Center for Emotional Intelligence and Special Assistant to the Dean of Yale College. The session will include a SIG leaders’ networking reception and an opportunity for one-on-one conversations. Refreshments will be served.

Yale Alumni Service Corps Board Meeting
Rose Alumni House Dining Room (lower level), 232 York Street

This meeting is for YASC Board members only.

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Yale Center for Emotional Intelligence and Special Assistant to the Dean of Yale College. The session will include a SIG leaders’ networking reception and an opportunity for one-on-one conversations. Refreshments will be served.

Graduate School Alumni Association: Annual Fall Meeting
Room 211, Hall of Graduate Studies, 320 York Street

This meeting ends at 5:15 p.m.

AYA delegates who are members of the GSAA Board will meet to conduct their annual fall meeting. AYA delegates who are not GSAA board members are welcome to attend. The GSAA will continue meeting on Saturday morning from 8:30 to 11:15 a.m. at the AYA, 1201 Chapel Street (between Park and Howe).

Professional Schools
Room 117, William L. Harkness Hall, 100 Wall Street

This meeting ends at 3:15 p.m.

Professional School volunteers — delegates, members of each school’s board, and other leaders — are invited to a discussion facilitated by Holly Welles ’88 MFS, AYA Board member and chair of the G&P Committee. This fall’s “Green Careers for Yale Blues” event involved participation from alumni and students from almost all of Yale’s schools. With this program as our inspiration, we will brainstorm future opportunities for cross-school collaboration. Come discuss how alumni leaders can support President Salovey’s vision of “a more unified Yale.”
INFO ON ALUMNI PROGRAMS: SESSION II

A second opportunity to learn more about AYA programs and to provide input on new initiatives. (Session I, listed on p. 12, was held this morning.)

Alumni Leadership/Board of Governors Interest
Room 116, William L. Harkness Hall, 100 Wall Street

A repeat of the 11 a.m. session; see description on p. 12.

Best Practices in Social Media
Levinson Auditorium, Yale Law School, 127 Wall Street

A repeat of the 11 a.m. session; see description on p. 13.

Introduction to iModules: So You Want a Better Website?
Room 208, William L. Harkness Hall, 100 Wall Street

A repeat of the 11 a.m. session; see description on p. 14.

Yale Around the World: Connecting Alumni Outside the United States
Room 117, William L. Harkness Hall, 100 Wall Street

With Yale’s records showing more than 12,000 alumni living outside the United States, how can we help to create a Yale presence in countries around the world? This session will be an opportunity for alumni living abroad to come together and share best practices, as well as to hear from AYA staff about ideas for connecting and building Yale communities internationally. Participants will also brainstorm new ideas that can be explored.

Yale Alumni Service Corps (YASC)
Room 211, William L. Harkness Hall, 100 Wall Street

Learn about YASC, an alumni-led program that builds on the diversified skills of our participants for service trips to improve lives. Since 2008, YASC has organized service trips to Brazil, China, the Dominican Republic, Ghana, India, Mexico, Nicaragua, West Virginia and California. Projects are developed for volunteers to work alongside local people, enjoy meaningful cross-cultural exchange, and form incredible bonds with fellow volunteers of all ages. Come hear about YASC’s new Strategic Plan, listen to volunteers’ stories from previous trips, and learn about the schedule of exciting service trips in 2015, which will include our second program in Kakelao, India; a planning trip to Bahia, Brazil; and short programs for college mentoring in the United States.

Foodtober: How Can You Join the Movement?
Room 120, William L. Harkness Hall, 100 Wall Street

First organized in October 2013 by the Yale Alumni Association of New York as “a month-long celebration and examination of our connections to what we eat,” Foodtober (www.foodtober.org) has become an annual project offering a wide variety of events touching on the culture, creation, politics, business, media, history and science of food. Its activities seek to use the knowledge, talents and passions of Yalies to bring them closer to their neighbors, with net proceeds going to the Yale Sustainable Food Project and other local causes. But why limit all this to New York? In what ways might your group collaborate with other alumni organizations and community partners where you live to engage in all of this “food for thought” and planning for Foodtober 2015?
Friday

6–7 p.m.

**Yale Medal Dinner Reception**  
*Beinecke Rare Book and Manuscript Library, 121 Wall Street*

Enjoy cocktails and hors d’oeuvres as you explore some of the library treasures on display. Special exhibit information can be found on p. 25. *Note:* Food, water and other beverages are not permitted on the ground floor (entrance level) of the Beinecke Library. If you wish to wander downstairs to browse the exhibition display cases on the ground floor, please leave your refreshments upstairs.

7 p.m.

**Yale Medal Dinner**  
*Commons, corner of Grove and College  
(enter from Memorial Hall rotunda)*

Transportation to hotels will be provided at the conclusion of the Yale Medal Dinner.

Every year since 1952, the Yale Medal has been conferred to honor outstanding individual service to the University. This year’s recipients reflect the range of service and leadership the AYA strives to recognize with this award. We honor the remarkable contributions of the Medalists and the ways they have chosen to give back to our community of scholars and friends. *See p. 62 for bios of this year’s Medalists.*

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**On Your Own**

Other activities you might enjoy on **Saturday**

2 p.m.

**The Tempest**  
*Whitney Humanities Center, 53 Wall Street*

See description on p. 9. Free admission; tickets should be reserved through [http://YaleDramaCoalition.org](http://YaleDramaCoalition.org).

2 p.m.

**Men’s Swimming/Diving: Yale vs. Columbia**  
*Payne Whitney Gymnasium, 70 Tower Parkway*

Free admission.

2 p.m.

**Women’s Basketball: Yale vs. St. John’s (New York)**  
*John J. Lee Amphitheater, Payne Whitney Gymnasium, 70 Tower Parkway*

Tickets $5 at the door; free for youth 12 and under.

2 p.m.

**Yale Dramat: The Rocky Horror Show**  
*University Theater, 222 York Street*

See description on p. 9. Tickets ($17) at the door; the box office opens at 1 p.m.

3 p.m.

**Men’s Soccer: Yale vs. Princeton**  
*Reese Stadium, 75 Central Avenue (next to the Yale Bowl)*

Free admission.
Saturday

10 a.m.–12:30 p.m.

AYA Alumni Village
Near Portal 17 on the west side of the Yale Bowl

Join your Yale friends at the AYA’s popular hospitality tent outside the Yale Bowl. This free event for all alumni and their guests provides a place to meet up with Yale classmates and friends and enjoy free hot dogs, chowder, cookies, warm beverages and other refreshments.

12:30 p.m.

Football: Yale vs. Princeton
Yale Bowl, 76 Yale Avenue

The 136th meeting of the Yale Bulldogs and the Princeton Tigers. Assembly participants who preregistered will find their tickets to the game in their welcome packets.

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GETTING TO THE YALE BOWL

By Bus | The Athletics Department provides free transportation between campus and the Yale Bowl on Saturday starting at 9 a.m. There are two routes: the Blue Line runs to/from the corner of Chapel and College Streets adjacent to Old Campus and the New Haven Green; the White Line runs to/from Payne Whitney Gymnasium, 70 Tower Parkway. Both lines do passenger drop-off and pick-up on Yale Avenue on the east (visitors’) side of the Bowl. Bus service ends at approximately 5 p.m.

On Foot | If the weather is good, the Yale Bowl is a pleasant 35-minute hike from the main campus. Walk along Chapel Street heading west (away from downtown); when the road forks two blocks after you pass the St. Raphael campus of Yale-New Haven Hospital, bear left on Derby Avenue, and in 15 minutes the Walter Camp Gate to the Yale Bowl will be on your right.

By Car | There is no free parking at the Yale Bowl, and parking passes must be purchased prior to game day through Yale Athletics; tell them you’ve obtained your game tickets through the AYA, since normally they sell parking passes only to those who are buying tickets. Purchase parking passes either by phone, (203) 432-1434; on line at www.tinyurl.com/BowlParking; or at the ticket office in Ray Tompkins House, 20 Tower Parkway (adjacent to Payne Whitney Gymnasium), open Monday to Thursday from 11 a.m. to 5 p.m. and on Friday from 9 a.m. to 5 p.m. City police will issue citations for prohibited parking outside the approved lots. You are encouraged to leave your car behind and either walk or take one of the free shuttle buses.
EXHIBITIONS

While the Assembly is officially over, we are pleased to provide you with this information. Other events today may be found on p. 21, or through the Yale Calendar of Events, http://calendar.yale.edu, or the Yale Arts Calendar, http://artscalendar.yale.edu.

10 a.m.–5 p.m.

Yale Center for British Art
1080 Chapel Street (corner of Chapel and High)

Free admission. One-hour guided tours begin at 11 a.m. (the Center’s architecture) and 2 p.m. (its galleries). Current special exhibits include “Picture Talking: James Northcote and the Fables” (exhibition tour at 1 p.m.); and “Figures of Empire: Slavery and Portraiture in Eighteenth-Century Atlantic Britain.”

10 a.m.–5 p.m.

Yale Peabody Museum of Natural History
170 Whitney Avenue (corner of Whitney and Sachem)

Admission $9 for adults, $8 for seniors (65+), $5 for college students and children 3–18. Docent-led 45-minute highlight tours are offered at 12:30 and 1:30 p.m. Current special exhibits include “Farmers, Warriors, Builders: The Hidden Life of Ants.”

10 a.m.–4:45 p.m.

Sterling Memorial Library
120 High Street

Free admission. The library’s nave recently reopened following a multiyear restoration. Current special exhibits include “Paul Rand: Pioneer by Design,”

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celebrating the centennial of legendary Yale professor of graphic design Paul Rand (1914–1996), in the Memorabilia Room; and “Plays Well With Others: Duets in Instructional Treatises” in the Irving Gilmore Music Library.

11 a.m.–5 p.m.

Yale University Art Gallery
1111 Chapel Street

Free admission. A guided masterpiece tour is offered at 1:30 p.m.; gather at the front desk. Current special exhibits include “East of the Wallace Line: Monumental Art from Indonesia and New Guinea”; “Roman in the Provinces: Art on the Periphery of Empire”; and “Vida y Drama de México: Prints from the Monroe E. Price and Aimée Brown Price Collection.”

12 noon–5 p.m.

Beinecke Rare Book and Manuscript Library
121 Wall Street

Speakers/Panelists

**Daniel Abadi** *(panelist, p. 5)*
Prof. Abadi’s research interests are in scalable systems, with a particular focus on the architecture of scalable database systems. Before joining the Yale computer science faculty he spent four years at the Massachusetts Institute of Technology, where he received his PhD. He has been a recipient of a Churchill Scholarship, an NSF Career Award, a Sloan Research Fellowship, the 2007 VLDB Best Paper Award, the 2008 SIGMOD Jim Gray Doctoral Dissertation Award, the 2013–2014 Yale Provost’s Teaching Prize, and the 2013 VLDB Early Career Researcher Award. His research on HadoopDB was commercialized by Hadapt, where he served as chief scientist before its acquisition by Teradata.

**Robert Bettigole ’76, ’83 MBA** *(judge, p. 7)*
A licensed professional engineer who holds several U.S. and foreign patents, Rob Bettigole has served on the board of the Yale Entrepreneurial Institute since its founding in 2007, and is founder and Managing Partner of Elm Street Ventures. His experience in venture capital was gained during years at Rothschild Ventures and Investor AB, after which he helped found Surety Technologies Inc., a spin-out from Bellcore and Alexion with researchers from the Yale Medical School. Before founding Elm Street Ventures, he was president of a business that marketed patented products for bridge construction and rehabilitation, which he successfully developed as a company and sold.

**Justin Borgman ’15 MBA** *(panelist, p. 5)*
Justin Borgman is vice-president and general manager of Teradata, responsible for the company’s Hadoop product portfolio. Prior to joining Teradata via acquisition, he was cofounder and CEO of Hadapt, the pioneering “SQL-on-Hadoop” start-up that democratized Big Data analytics within the enterprise; Hadapt spun out of the Yale Computer Science Department in 2010. Prior to Hadapt he led product development for Covectra, an anti-counterfeit technology firm, and began his career as a software developer at MIT and Raytheon. He earned a B.S. in Computer Science from the University of Massachusetts at Amherst, and is currently finishing his MBA at SOM.

**James Boyle ’87 MS, ’94 PhD** *(moderator, pp. 3, 6)*
Jim Boyle is managing director of the Yale Entrepreneurial Institute (YEI), a business/educational unit he cofounded within the University dedicated to mentoring students with new venture ideas. Prior to YEI he worked in the Office of Cooperative Research (OCR) to encourage and license engineering-based technologies; before that he had actively managed Yale’s largest corporate research alliance, a bioimaging-based collaboration. He began his entrepreneurial career while still a Yale graduate student, developing novel instruments for characterizing trace biomolecules with the support of the National Institutes of Health, and later commercializing these devices through OEM partnerships as part of a Yale start-up.
Levi DeLuke '14 (panelist, pp. 4, 6)
Levi DeLuke, who majored in Mechanical Engineering at Yale, comes from the Gulf Coast of Mississippi. As an adolescent he had to wear a brace for scoliosis, a curvature of the spine, and this experience helped shape his interest in medical-device design, eventually leading him to cofound 109 Design, a biomedical device company that was a member of the 2013 CEID and 2014 YEI Summer Fellowships. Today, as the firm’s lead technology officer, he handles clinical research, electronics and mechanical design. He reports that his first entrepreneurial experience was starting a local beekeeping business.

Casper Daugaard ’13 (panelist, p. 6)
After his first year at Yale, Casper Daugaard took time off to found two companies – the risk management firm Daugaard Consult, and FitnessNord, a Scandinavian on-line retailer of nutritional supplements. Back at Yale, he started YaleConnect, a leadership program to encourage student mentoring. He then went on to cofound Spylight, an company that allows users to identify and purchase products worn or used by characters on their favorite TV shows; he is now its CEO. He has completed two Ironman triathlons, enjoys cage-diving with great white sharks, is writing a mystery novel, and speaks four languages.

Stuart DeCew ’11 MEM, ’11 MBA (panelist, p. 4)
Stuart DeCew is Program Director for the Yale Center for Business and the Environment. As a joint SOM/FES degree student years earlier, he focused on corporate environmental management, energy efficiency and environmental marketing – excellent preparation for his current post. Before Yale, he majored in History at Colorado College, worked as National Logistics Coordinator for a presidential campaign (Bill Bradley, 2000), and served as a congressional legislative aide. He then joined the Peace Corps, acting as a local governance consultant in Paraguay, and later directed a nonprofit campaign to promote sustainable land use practices in Florida.

Eric Dufresne ’96 (workshop leader, p. 7)
Eric Dufresne is both the director of Yale’s Center for Engineering Innovation & Design and Associate Professor of Mechanical Engineering & Materials Science and Physics & Cell Biology. His research focuses on understanding, controlling and exploiting the properties of soft materials; his laboratory at Yale manipulates soft materials both from the bottom up, by altering the interactions of their components, and from the top down, by applying optical forces. His current research topics include the self-assembly of colloidal and biological materials, and the mechanics of cells and tissues. He holds a B.S. degree from Yale and a PhD from the University of Chicago.
Aaron Feuer ’13 (panelist, p. 4)
Aaron Feuer is the CEO and lead developer for Panorama, a Boston-based education analytics start-up that seeks to evaluate and solve the most pressing problems in American schools. First developed during a 2012 Yale Entrepreneurial Institute Fellowship and now used in over 5,000 schools across the country, Panorama uses feedback surveys of students, parents and teachers to tackle issues such as teacher training, drop-out rates, bullying and safety. Prior to Panorama he helped lead Community Health Educators, an organization of 150 Yale students volunteering in New Haven’s 45 public schools. Feuer himself is a proud product of the Los Angeles public school system.

Kimberly Goff-Crews ’83, ’86 JD (speaker, p. 7)
As Yale’s Secretary and Vice-President for Student Life, Kim Goff-Crews supports institutional governance, coordinates University-wide support policies for students, oversees the chaplaincy, and is responsible for organizing Commencement and other official functions. After several years in private law practice she was Assistant Dean of Yale College and director of the Afro-American Cultural Center (1992–1998), a dean and staff officer at Lesley University in Boston (1998–2003), Dean of Students at Wellesley College (2003–2007), and Vice President for Campus Life and Dean of Students at the University of Chicago (2007–2012). She returned to Yale in August 2012.

Susannah Harris ’16 MEM, ’16 MBA (panelist, p. 4)
Susannah Harris is a joint degree student at FES and SOM, studying corporate environmental strategy with a focus on sustainable supply chains. She has helped design graduate-level courses on the intersection of business and the environment, and this summer she developed Verizon’s first corporate water management strategy, identifying cost savings related to the company’s cooling systems. Before Yale she worked as a consultant at Eastern Research Group in Washington, and helped the EPA develop national programs to promote water and energy efficiency. She holds a B.A. in American History and Environmental Policy from Northwestern University.

Kyle Jensen (moderator, pp. 6, 7)
An entrepreneur, developer and scientist whose research interests span the fields of computational biology, intellectual property and the sociology of science, Kyle Jensen is the Shanna and Eric Bass ’05 Director of Entrepreneurial Programs and Lecturer in Entrepreneurship at the Yale School of Management. Before joining SOM he cofounded Agrivida, a venture-backed biotech company based in Boston; PriorSmart, a patent analytics provider later acquired by the Nasdaq-listed RPX; and Pit Rho, a leader in motorsport analytics. He works with numerous Yale start-ups, both officially through SOM and YEI and informally as a mentor.
Speakers/Panelists

Rafi Khan ’15 (panelist, p. 4)
Now a senior at Yale, Rafi Khan became interested in computer programming while in high school, moving up to work on the Crisis Map at Google the summer of 2013. He is now co-director and chief technology officer for Gakko, a Japanese start-up that seeks to reform educational practices by inspiring students through innovative summer camps. Khan describes himself as dwelling at the curious intersection of app development, design frenzy and algorithmic implementation, and he is active in Jashan Bhangra, a Yale student group that performs traditional Punjabi folk dances.

Kenneth Koopmans (workshop leader, p. 7)
Ken Koopmans is deputy director of the Office of Career Strategy, in addition to being Yale’s Director of Employment Programs. Prior to joining Yale, he served as Director of Internship Programs at Amherst College. He has over a decade’s worth of experience working in career services offices. In his current role, he oversees the employment team that coordinates on-campus recruiting, as well as Yale’s international and domestic internship programs. He is an active member of the National Association of Colleges and Employers, and an enthusiastic supporter of the United States Soccer Federation, where he is currently a National Referee.

Miles Lasater ’00 (judge, p. 7)
After cofounding Higher One as a Yale senior, Miles Lasater helped lead the company into its position today as a publicly traded firm providing financial services to more than 1,600 college campuses across the United States. Along the way to its IPO in 2010, it was hailed as one of the country’s fastest-growing start-ups by Inc. and Entrepreneur, and since then the New Haven–based company has been named as a “Great Place to Work” by Fortune. Lasater founded the Yale Entrepreneurial Society as a student, and in 2005 received the Elm-Ivy Award for strengthening partnerships between New Haven and Yale. He is passionate about reading, learning, family, and helping people achieve their strategic goals.

Christopher Loose (panelist, p. 4)
As executive director of Yale’s Center for Biomedical and Interventional Technology (CBIT), Chris Loose oversees interdisciplinary initiatives to help incubate novel technical approaches to address under-met clinical needs. After majoring in Chemical Engineering at Princeton and earning his PhD at MIT, he cofounded Semprus BioSciences and served as its Chief Technology Officer until the company was acquired by Teleflex Inc. in 2012. He has received the prestigious Hertz Foundation Fellowship and the inaugural Peter Strauss Entrepreneurial Award, and was named as one of Boston Business Journal’s 40 emerging business leaders under 40.
Speakers/Panelists

Linda Lorimer ‘77 JD (speaker, p. 2)
Linda Koch Lorimer, Yale’s Vice President for Global and Strategic Initiatives, oversees much of the University’s administration in areas ranging from international partnerships, alumni relations and public affairs to the Yale Press, sustainability, and digital dissemination of Yale’s intellectual treasury. From 1986 to 1993 she was President of Randolph-Macon Woman’s College in her home state of Virginia, and served as a Yale trustee from 1990 to 1993, when she returned to Yale as University Secretary. She has held leadership, board and advisory positions in numerous nonprofit and corporate enterprises, including as Chair of the Board of the Association of American Colleges and Universities.

Sean Mackay ’14 MBA (panelist, p. 7)
Sean Mackay has spent the past eight years working in healthcare specialties, and last year became CEO of IsoPlexis, a biotechnology tools and diagnostics company he cofounded with Dr. Rong Fan, Associate Professor of Biomedical Engineering at Yale. Prior to IsoPlexis he worked in business development for LifeSquare, a Kleiner Perkins–incubated health I.T. firm, and had previously created an investment banking business line at Lazard Freres & Company to advise biotech, medical-device, life-sciences and healthcare companies. He majored in Economics at the University of Pennsylvania’s Wharton School.

Sebastian Monzon ’15 (speaker, p. 6)
A senior majoring in Political Science, Sebastian Monzon became interested in healthcare innovation after spending two summers shadowing physicians in Chicago hospitals, where he quickly saw a need for improvement in the way patients and doctors communicate. He handles the strategy and business development of 109 Design, a start-up that has developed a monitoring system for braces worn by children with scoliosis. He enjoys Web development as a hobby, and his ideal work environment includes upbeat music, background bustle and plenty of espresso.

Alyssa Moore ’14 (panelist, p. 6)
Aly Moore, who graduated last May and is now working on her MPH degree at the Yale School of Public health, is cofounder of Spylight, which works with major studios to provide fans access to behind-the-scenes content and fashion from hit TV shows. As the company’s chief operations officer, she wears the hats of community builder, accountant, payroll curator, internal systems designer and content manager. Before Spylight, she worked in Mexico and London in health-systems data collection and competitive analysis. Originally from California, she loves running outdoors, pretending to cook, and researching food policy.
Speakers/Panelists

**Ruchit Nagar ’15** *(panelist, p. 5)*

Hailing from Houston, Ruchit Nagar is a Yale senior majoring in Molecular, Cellular and Developmental Biology. He has worked in cancer drug development and lung bioengineering in the Niklason Lab and bioinformatics in the Gerstein Lab. He was on the team that launched the award-winning start-up Khushi Baby, which developed a silicone bracelet for infants that contains their complete vaccination records. As a student he has been involved in Community Health Educators; HAPPY, a hypertension awareness group; and Musical Cure, coordinating the development of an Arts Channel at Yale–New Haven Hospital.

**Nancy Pfund ’82 MPPM** *(panelist, p. 5; judge, p. 7)*

Nancy Pfund is founder and Managing Partner of DBL Investors, a venture capital firm in San Francisco whose objective is to combine top-tier financial returns with meaningful social, economic and environmental goals. Prior to founding DBL she was a managing director in venture capital at JPMorgan, and had previously worked at Intel, the State of California, Stanford University and the Sierra Club. Featured as one of *Fortune* magazine’s “World’s Top 25 Eco-Innovators,” she is an advisor or board member for the U.C. Davis Center for Energy Efficiency, the California STEM Learning Network, and the U.S. Clean Energy Education and Empowerment Program, among many others.

**Kevin Ryan ’85** *(speaker, p. 3)*

Kevin Ryan is one of the leading Internet entrepreneurs in the United States, having founded and run New York–based businesses such as Business Insider, MongoDB, Zola and GILT. He helped build the online advertising firm DoubleClick from 1996 to 2005, leading it from being a 20-person start-up to a publicly traded global leader with over 1,500 employees. He is now chair of GILT, an e-commerce company launched in 2007 which today has millions of members and a wide variety of product lines. He serves on the Yale Corporation and the board of Human Rights Watch, is vice chair for The Partnership for New York City, and is a member of the Council on Foreign Relations.

**Ellen Su ’13** *(panelist, p. 6)*

Originally from San Francisco, Ellen Su is the lead designer for 109 Design, developer of a monitoring system for braces worn by children with scoliosis. As an art major at Yale, she supplemented her studies with courses in mechanical engineering, driven by a passion for design and an interest in how people interact with technology. As part of the 109 Design team, she focuses on user interaction, casing and strap design of the company’s devices, as well as company branding. Over the past year she has been working full time as Design Fellow at Yale’s Center for Engineering Innovation and Design.
Speakers/Panelists

Kyle Vanderlick (judge, p. 7)
T. Kyle Vanderlick has been Dean of the Yale School of Engineering & Applied Science since 2008, and is the Thomas E. Golden, Jr. Professor of Engineering. Noted for her research in biological and synthetic membrane-based materials, she received the Presidential Young Investigator Award (1989) and the prestigious David and Lucile Packard Fellowship (1991). Prior to Yale she taught at the University of Pennsylvania and Princeton, receiving numerous teaching awards at both schools. At Yale she is directing new initiatives in both teaching and research to shape the School’s distinctive identity and its premier role in engineering education.

Sarah Wilson ’15 MEM, ’15 MBA (panelist, p. 4)
A third-year SOM and FES joint degree student, Sarah Wilson is interested in ways to motivate behavioral and organizational change in the food, energy and environment sectors. At the University of Texas at Austin, where she was an honors major in Economics, she wrote her senior thesis on renewable energy policy in Texas. Prior to Yale, she worked at Green Mountain Energy, a leading retail provider of electricity from renewable sources to homes and businesses, managing its carbon offset portfolio. Last summer, she founded Palate, a start-up that helps people eat healthier and more sustainable food by doing challenges with friends.

Kevin Winston (moderator, p. 5; speaker, p. 7)
Named in a recent Forbes article as one of the “12 Entrepreneurs That Are Changing L.A. Forever,” Kevin Winston is the founder of Digital LA, a Los Angeles–based networking group of 50,000 professionals in digital entertainment, social media, marketing and advertising. He is founder of Silicon Beach Fest, the largest tech/start-up and entertainment conference in Southern California, and president of Yale in Hollywood, a SIG for alumni in entertainment. He has worked at Sony Pictures, McKinsey & Company, Fox Interactive Media, MySpace and IGN. He holds a B.A. from Yale and a master’s from Harvard, but never lists his graduation years because “that is not very L.A.”

Victor Wong ’11 (speaker, p. 2)
Victor Wong is CEO and cofounder of the San Francisco–based marketing tech start-up PaperG, whose technology the New York Times described as “An Ad Engine to Put Mad Men Out of Business.” The company was built through a 2008 Summer Fellowship at the Yale Entrepreneurial Institute, raised over $2 million in capital, reached profitability in 2013, and now has about 60 employees and tens of millions in annual revenue. At Yale, Wong majored in Economics, was a YEI fellow, and got his start founding the microcredit group ElmSeed, which provides small-business training and capital to entrepreneurs.
Frank Wu ’16 (panelist, p. 5)
Frank Wu currently calls Shanghai home, but Yale has become his workplace. An inveterate entrepreneur, he has been deeply involved in the launch of Aflume, a start-up that connects music fans directly with musicians whose songs they want to buy. He collaborated with his classmate Mike Wu to found Y-Hack, a “hackathon” hosted by Yale. Over 1,000 young coders traveled from across North America for this year’s Y-Hack, forming teams that tried to design a new app within a 37-hour deadline, thus “hacking” some idea into reality. Microsoft, Google, Amazon and other companies sponsored prizes that were adjudicated during a science-fair-style presentation.

Mike Wu ’16 (panelist, p. 5)
Mike Wu, a Yale College junior studying both Computer Science and Economics, is out to show how technological innovation can make a difference. His participation in undergraduate groups such as Yale Splash, in which Yale students offer one-day courses for middle and high-school students, reflect a set of values that have flowed into his major project, Y-Hack, a huge event that challenges groups of students to design a new app — one of the latest being “Gimme Shelter,” an app for nonprofit organizations to send out text message alerts to nearby homeless people. He has also been involved with the launch of Aflume, an on-line platform that allows musicians to bypass the supply-chain “middle man” and sell their songs directly to fans on a subscription basis.

Joseph Zinter III ’11 PhD, ’11 MHS (workshop leader, p. 7)
With four academic degrees, ranging from a B.S. (Columbia) to a PhD in Biomedical Engineering (Yale), Joe Zinter is assistant director of the Yale Center for Engineering Innovation and Design (CEID) and a lecturer in the Department of Mechanical Engineering and Materials Science. He is faculty advisor for the Bulldogs Racing Team, a crew of students who design and produce hybrid-powered race cars for the Formula-Hybrid Collegiate Competition held annually in New Hampshire. But you’ll usually find Joe helping out in the CEID, a 10,000-square-foot workshop that gives students and faculty the tools they need to collaborate on innovative design projects. Offering meeting rooms, machine shops, a wet lab and a studio for the creation of physical prototypes, the CEID strives to empower students to improve human lives through the advancement of technology.
Leadership Awards

The annual AYA Leadership Awards for Volunteer Innovation and Service are made for outstanding individual service. Unlike the AYA Board of Governors Excellence Awards, which are presented by the Board to alumni groups, these awards are made to individuals who have been nominated and then voted on by the AYA staff, the professionals who have seen the passion of their nominees firsthand. This provides the AYA’s front-line workers with a way of recognizing each year the extraordinary accomplishments of at least a few of the many “Ambassadors for Yale” — the outstanding volunteers who have demonstrated a willingness to give back, a penchant for innovation, and a high level of selfless service on Yale’s behalf.

The following individuals are being presented with these awards for the 2013–2014 year.

Puneet Batra ’02 MS

Puneet Batra’s dedication to the Yale Alumni Service Corps has been extraordinary. As chair of YASC — an alumni-run initiative that organizes service-based trips promoting sustainable development in underserved communities around the world — he has shown an uncanny ability to manage complex programs, such as YASC’s summer service trips to Ghana in 2013 and India in 2014. As producer of these ventures he oversaw planning, marketing, logistics, budget, recruiting, communications and project management with skill and enthusiasm. He focused not only on practical ways of helping the communities visited but also on instilling a passion in his fellow alumni for the transformative joy in serving others.

Ruth Botsio ’09

Ruth Botsio has been a true “Ambassador for Yale” in Ghana. She was a lead planner for the summer 2013 “Success to Significance” conference in Accra, cosponsored by the Yale Club of Ghana, the Afro-American Cultural Center at Yale and the AYA, and was key organizer for the Yale Concert Band’s visit to Ghana this past May to perform in support of the Ghana-Yale Partnership for Global Health. She helped coordinate last year’s Yale Alumni Service Corps trip to Ghana, and has overseen student mentoring projects in both Accra and London. Upon hearing of a young man living in a remote fishing village who had received top scores on his high school exams, she personally brought college admissions officers to meet him, acting on behalf of the Yale Club of Ghana and its mission to be of service to the community.

Amber Edwards ’82

Amber Edwards is the kind of powerhouse alumna who could only have emerged in “the new AYA.” Her passion is American musical theater, and in 2012 she conceived and co-organized the “Cole Porter at 100” centenary celebration on campus whose success subsequently inspired her to found the Yale Musical Theater of the Air. In January 2014 the YMTA brought together over 100 alumni from Yale College, the School of Drama and the School of Music, as well as current undergraduates, faculty and staff, to mount two concert performances of “My Fair Lady” at the Shubert Theater for audiences of over 1,800 people. This unique enterprise demonstrates how the
aspiration of “a more unified Yale” can be achieved in innovative ways by engaging a broad and talented group from the Yale family.

Serena Flaherty ’99, ’06 MSN
Serena Flaherty remembers that back in 2006, when she was about to earn her MSN degree, she felt the lack of a mentor she could turn to for encouragement and advice. Years later, after joining the board of the Yale School of Nursing Alumni Association, she oversaw the creation of YSNAA’s first mentoring initiative, which matched alumni with students in similar specialties. Through this now-permanent program, job connections have been made, friendships have blossomed, students have found confidence starting careers as nurse practitioners, and hundreds of YSN alumni across the globe have been re-engaged. As she steps into her new role as board president this fall, Serena has plans to build the program further and connect even more alumni back to Yale.

William A. Kolber ’86
Even before joining the board of the Yale Alumni Association of New York a few years ago, Billy Kolber had a long record of engagement as a volunteer through YaleGALA and his singing groups. But he will now be remembered as the creator of Foodtober, a month-long festival of food-related events in October 2013 that brought YAANY into collaboration with numerous shared-interest groups, alumni organizations and community partners. Touching on food culture, creation, politics, business, media, history and science, Foodtober encompassed 16 events that attracted over 500 participants and raised $7,000 for the Yale Sustainable Food Project and local nonprofits. The festival is becoming an annual item on YAANY’s calendar, and Billy is using it to cultivate other alumni leaders, even outside New York.

Benjamin Slotznick ’70, ’73 Dra
The Yale Global Alumni Leadership Exchange (YaleGALE), an AYA initiative that brings alumni leaders from Yale and other universities together to discuss best practices in alumni relations, has found an enthusiastic proponent in Ben Slotznick. As the producer for YaleGALE’s European tour this past spring, he organized major conferences in four cities and coordinated collaboration with Yale Clubs, consulates, universities and other groups in Germany, the Netherlands, Switzerland and Liechtenstein. Starting last year he has also been the producer of YaleGALE@Yale, an annual symposium held in conjunction with the AYA Assembly attended by 30 participants from 14 institutions in 10 countries. In addition, he is president of the Yale Alumni Association of Central Pennsylvania, and has served as reunion chair for the Class of 1970.
Excellence Awards

The annual AYA Board of Governors Excellence Awards recognize the superior accomplishments of Yale’s classes, regional clubs and associations, shared-identity and interest groups, and graduate and professional school alumni associations. These awards honor programs, events and best practices in alumni relations that have achieved excellence in their results. The successes reflected in these prizes raise standards and contribute to the growing impact of alumni activities throughout the entire Yale family worldwide.

The following groups are being presented with these awards for the 2013–2014 year.

★ **Highest Reunion Attendance Award**

For highest attendance, measured as total number of alumni, family and friends attending a quinquennial reunion, and measured against previous reunions of the same anniversary.

*Yale College Class of 1954: 60th Reunion*

*Yale College Class of 1989: 25th Reunion*

*Yale College Class of 1994: 20th Reunion*

*Yale College Class of 2009: 5th Reunion*

★ **Highest Percentage of Returning Alumni Reunion Award**

For highest percentage of returning alumni measured against total living alumni of the class and against previous reunions of the same anniversary.

*Yale College Class of 1989: 25th Reunion*

*Yale College Class of 1994: 20th Reunion*

*Yale College Class of 2009: 5th Reunion*

★ **Outstanding BOLD Class Award**

For the “Bulldogs of the Last Decade” class that exhibits excellence in young alumni engagement, either through an array of programming (educational, cultural, athletic, social, and/or community service), a specific initiative, or creative outreach connecting with classmates across the globe.

*Yale College Class of 2013*

After planning a dazzling array of events before their graduation, the Class of 2013 sponsored an unusual number of activities attracting large crowds in their first year as Yale alumni. Events included an entire weekend of happenings in New Haven during the 2013 Yale–Harvard Game, social events coinciding with the Yale–Harvard hockey match in Madison Square Garden, and a summer blowout party in New York with over 100 people attending. The Class of 2013 has also shown leadership in collaborating with other BOLD classes for events such as their Spring Bash.
AYA Board of Governors Excellence Awards

★ Outstanding Major-City Club Award
For the alumni association among the seven major cities that exhibits overall excellence in programming, including a successful mix of educational, cultural, athletic, social and community-service programming

Yale Club of San Francisco
Collaborating with every local SIG group, the Yale Club of San Francisco produced some 130 events last year — everything from operas, symphonies, theater shows and speaker symposia to meet-ups, conferences, nature walks and community-service projects. Adopting a “vertical” structure along seven categories of alumni interest, the Club implemented an annual planning retreat, board meetings on alternating months, twice-monthly newsletters, an active website and periodic membership surveys. Well-attended highlights of the year included the Yale Entrepreneurs and Investors Conference, the Yale Day of Service, and “Master’s Tea by the Bay” salons featuring visiting professors and alumni.

★ Outstanding Cities Award
For the alumni association outside the major and mid-sized markets that exhibits overall excellence in programming, including a successful mix of educational, cultural, athletic, social and community-service programming

Yale Club of Nevada
After a decade of dormancy, the Yale Club of Nevada has re-established itself over the past two years by creating a new board, adopting formal bylaws, opening a bank account, starting a website and Facebook page, and applying for 501(c)3 status. Despite its small pool of alumni — 200 in Las Vegas and 100 in Reno — it now has a lively calendar of activities, including Yale Day of Service projects, Feb Club, ASC student recruitment, events featuring visiting Yale professors and singing groups, participation in an All-Ivy network, and expansion of the inspirational Yale Book Award to 11 participating schools, which has increased awareness and fostered a positive image of Yale.

★ Outstanding International Club Award
For the international alumni association that exhibits overall excellence in programming, including a successful mix of educational, cultural, athletic, social and community-service programming

Yale Club of Beijing
Along the themes of service, knowledge and fellowship, the Yale Club of Beijing organizes an average of two events per month covering a wide range of topics and disciplines: visits to migrant villages and schools, 29 Kickstarter scholarships for rural students to attend Chinese universities, a Music Salon series featuring Yale-trained musicians, Yale Day of Service projects, a test drive and talk on electric vehicles with Tesla, a screening and discussion with the director of “The Alibaba Story,” symposia on information security, a viewing party for The Game, and other lectures, meals, concerts and Master’s Teas, not to mention occasional visits by Yale’s president.
★ Outstanding Club Day of Service Award

For the Yale Club that demonstrates the most successful Yale Day of Service engagement

Yale Club of San Francisco

The Yale Club of San Francisco boosted the number of sites this past year from 8 to 14 and drew an all-time high of 240 volunteers by forging new partnerships with other nonprofit and alumni groups. Projects included garden restoration at the Alameda Point Collaborative with YANA NorCal, Operation Hope in Oakland with the Game Theory Academy, clean-up at the Ella Hill Hutch Community Center with the Yale Black Alumni Association, serving meals at Curry Senior Center with Project OpenHand, an “Imagine College” forum for students with the Yale Club of Monterey, preservation work at the Angel Island Immigration Station with AAAYA NorCal, and work with the Marin Food Bank, Habitat for Humanity, and a Chinatown Education and Careers Pathway Forum.

★ Outstanding G&P School Award

For the graduate/professional school alumni association or chapter that exhibits overall excellence in programming, including a successful mix of educational, cultural, athletic, social and community-service programming

Graduate School Alumni Association

For the past five years, the board of the Graduate School Alumni Association has helped current students on their career paths. Through its counseling initiatives, the GSAA has changed the perception of “alternative” careers, encouraging faculty and students to focus on the versatility of an advanced degree from Yale. The GSAA’s annual Graduate Student Workshop brings successful alumni back to campus to talk about careers in and outside the classroom, offering valuable networking opportunities. And its departmental resource panels seek to make vital connections between teaching faculty and current students who need practical advice on how to look for jobs.

★ Outstanding G&P School Volunteer Engagement and Leadership Award

For the graduate/professional school alumni association or chapter that best demonstrates leadership in strategic planning, volunteer recruitment, financial management and stewardship

Yale Divinity School

Working closely with the dean and other leaders of the Yale Divinity School, and guided by advice from the AYA, the YDS Alumni Board has worked to empower and energize alumni to support the School’s mission. Driven by a desire for inclusivity and thoughtful process, the board has crafted a strategic plan on
alumni involvement at YDS that is situated within the context of larger trends in theological study, higher education and society at large, and which has received enthusiastic backing from Dean Gregory Sterling. With their collaborative spirit, the board’s members have provided a model for broad engagement as they work to fine-tune the duties and responsibilities of an alumni organization.

★ Outstanding G&P School Day of Service Award

For the graduate/professional school alumni association or chapter that demonstrates the most successful Yale Day of Service engagement

Yale School of Forestry & Environmental Studies

FES wins this award for events led by its Alumni Association board in partnership with its graduating class. The Class of 2014 worked with the Urban Resources Initiative to plant trees along the Farmington Canal Heritage Greenway and conduct trail maintenance in the Yale-Myers Forest. A separate event, held in Louisville and led by Dean Peter Crane, partnered with the Yale Club of Kentucky to bring together local alumni from FES, Yale College and the Schools of Medicine, Music and Public Health to work on an environmental project at the Parklands of Floyds Fork. The combined efforts of so many FES alumni, faculty, staff and students in the 2014 Yale Day of Service were truly inspiring.

★ Outstanding SIG Volunteer Engagement and Leadership Award

For the Shared Interest Group (SIG) that best demonstrates leadership in strategic planning, volunteer recruitment, financial management and stewardship

Yale Alumni Nonprofit Alliance

YANA had explosive growth in the past year, establishing new regional chapters in San Francisco, Philadelphia, and Washington, DC. The growth was no accident: the group’s website has a tool kit to help its members organize new chapters and engage new volunteers. Some of these supporters helped YANA plan its first conference, “Social Enterprise: Turning Vision into Reality,” held in New York City this past April. The conference was open to all, embodying YANA’s desire to bring people of all ages together at its events, and reflecting its mission statement “to treat every person as if she or he had infinite value, and to give that person what is needed to productively express that value.”
★ Outstanding SIG Reunion or Event Award

For the Shared Interest Group (SIG) event that exhibits overall excellence in participation, marketing, educational experience and implementation

Yale Spizzwinks Alumni Association

The Spizzwinks Centennial Reunion was a year-long celebration culminating in a four-day event in New Haven. Preparations included rehearsals and gatherings in five cities, the production of a video history, the publication of a 200-page hardbound historical anthology, the restoration of transcribed sheet music, new audio recordings for an enhanced alumni website, and the creation of souvenir hats, shirts, tote bags and other mementos. Members of the reunion planning team called every known alumnus of the group with a personal invitation to attend, and ultimately 65% of all living Spizzwinks came back to campus for the reunion. A special highlight of the reunion was how Spizzwink alumni mentored the current group of student singers.

★ SIG Day of Service Award

For the Shared Interest Group (SIG) that demonstrates the most successful Yale Day of Service engagement

Yale Veterans Association

Building on a multiyear collaboration with the New England Healthcare System of the U.S. Department of Veterans’ Affairs, the YVA held its Day of Service project at the Blind Rehabilitation Center of the V.A. Hospital in West Haven for the third year in a row. Attracting 40 attendees and 20 blind veterans, the day offered hospital tours and hands-on training so that volunteers could gain insight into the experience of being visually impaired. This year added a second track in which the veterans and volunteers could work together to renovate a hospital garden. The YVA works with blind veterans throughout the year, including one program where its members can take them to a Yale football game.

★ Outstanding Collaboration Award

For the program or event that best exemplifies an integrated effort among two or more alumni association groups

Yale Club of St. Louis

In honor of the city’s 250th anniversary, the Yale Club of St. Louis partnered with Washington University, the French culture group Les Amis, the Osage Indian tribe, the Missouri Historical Museum and the AYA to sponsor the STL 250 Symposium, a day-long celebration of the city’s positive urban progress and history that included lectures, lunch, and a 200-guest formal dinner attended by Osage chiefs and dignitaries from France, Spain and Quebec. The culmination of a year-long planning effort, the STL 250 Symposium — entitled “A Great City from the Start” — not only brought the Yale Club and its host city closer together but also energized local alumni, increased awareness of the Club, and brought recognition of Yale through favorable media coverage.
Outstanding Innovation Award (Tie)

For a new event or program, preferably one that has completed its second year of implementation

Yale Musical Theater of the Air

Inspired by the centennial of Cole Porter’s graduation from Yale, a cadre of Yale alumni coalesced to mount a radio-style version of the classic American musical “My Fair Lady” with original dialogue, orchestrations, costumes, lighting and on-stage sound effects before a full house at the Shubert Theater. Collaborating with on-campus groups from Yale College and the Schools of Drama and Music, YMTA brought together 100 alumni and students for two delightful evenings of theater. Accompanied by master classes, teas and intergenerational mentoring, the project reconnected alumni with Yale and each other in a new model for volunteer engagement.

Yale Club of Washington, DC

This past year, the Yale Club of Washington, DC organized something no Yale Club had ever tried before: a for-profit educational tour. Inspired by the 150th anniversary of the Civil War, the five-day trip to Gettysburg — which was led by a Yale PhD — offered college-level lectures, on-site battlefield tours, and access to private collections and properties not normally open to the public. It was conceived not only as an educational venture but also as a model to generate funding to support the Club’s community outreach and service projects. It succeeded in both goals, and provided an enjoyable opportunity for Yale Club members to have fellowship with alumni from outside the DC area.

Emerging Leaders Award

For the alumni association that best identifies, recruits, engages and sustains new volunteer leaders

Yale Club of San Francisco

The Yale Club of San Francisco’s emerging leaders are proving key to making it a dynamic and innovative organization. Young alumni have been fully integrated into Club leadership, where they offer fresh ideas and lead entrepreneurial initiatives; the Club’s board consists of college and G&P alumni from each of the past five decades, and its president and two vice presidents all graduated within the past five years. Numerous Club events have been planned by other recent graduates, and the Club believes that its emerging leaders help ensure that it stays relevant as the interests and needs of its constituency evolve.
AYA Board of Governors Excellence Awards

★ Outstanding Student Engagement Award

For the alumni association program or event that best integrates and engages current Yale students

Yale Swimming & Diving Association

The YSDA has taken an active interest in advancing the careers of Yale swimmers and divers long after they finish their time in the pool. Led by board members Alexis Lerner Katz ’95 and Moira McCloskey ’07, the group has helped undergrads get a sense of possible future career fields by matching them up with YSDA alumni in these areas, and organizing panels of YSDA alumni to introduce students to the many different career paths available beyond the conventional consulting, finance, MD and JD routes. The group has also held annual mock interview workshops with current students to work on the skills and mindset they need in order to be successful in their job applications.

★ Best Marketing, Branding and Communication Effort

For the effort that best exemplifies a successful communications effort based on design, creativity, implementation and response

Yale Latino Alumni Association

Luz y Verdad, YLAA’s newsletter, functions to strengthen and unite Yale’s Latino alumni. Published just once in 2011, it has grown into a monthly e-mail with an average viewing rate of 33% this year. The newsletter allows the YLAA to connect Latino alumni back to campus and promote opportunities for them to become further involved in the Yale community. For example, the YLAA’s Mentoring Initiative, through which 25 alumni act as one-on-one mentors to current undergraduates, recruited its volunteers almost exclusively through the newsletter. Luz y Verdad also helped to identify a dozen more unmatched alumni who will be activated as the program continues to expand in the next few months.

★ Most Creative Use of Technology and Social Networking Media Award

For efforts “in front of the curve” based on design, creativity, implementation and response

Yale Club of Philadelphia

Over the past two years the Yale Club of Philadelphia has implemented a comprehensive digital communications strategy embodied in a cutting-edge new website, an active social media presence, and a flexible system of e-mail communications. Three alumni work as a team to maintain all these channels and to regularly check metrics on how many people are being engaged, with the goal of reaching Philadelphia Yalies of all ages through a steady stream of news. Once the Club posts an event on its website, it is automatically tweeted and shared on Facebook, and the monthly Boola Bulletin markets the Club by highlighting upcoming activities. All this outreach has yielded increased viewership at a minimal cost.
Yale-Jeff Awards

In 2012, the AYA, Students and Alumni of Yale (STAY) and the Jefferson Awards for Public Service launched the Yale-Jefferson Public Service Awards, three of which are given each year — one to a Yale undergrad, one to a graduate/professional student, one to an alum — to recognize those who inspire the Yale community through innovative and sustained contributions in service to the greater good.

The following individuals are being presented with these awards for the 2013–2014 school year.

**Leanne Gilbertson ’14 PhD**

Leanne Gilbertson serves as an advocate for, and a dedicated educator of, young people interested in STEM (science, technology, engineering and mathematics) fields. For the past 10 years she has tutored students in college chemistry and worked as a high-school chemistry teacher. Since coming to Yale in 2009 Leanne has promoted STEM outreach through Pathways to Science, a Yale organization that works with young students. She initiated an annual Pathways to Engineering Day to bring local students to Yale’s Engineering Department so that they could meet graduate students, tour labs, and learn more about engineering. She has also had a key role in designing SCHOLARS, Yale’s summer STEM program for students from New Haven public high schools.

**Andrew Klaber ’04**

During his sophomore year at Yale, Andrew Klaber founded Even Ground, an initiative to assist orphans in Africa who were vulnerable to AIDS. The organization has expanded in the years since then, and it now addresses issues of healthcare, malnutrition, education and family networks by providing services to more than 700 orphans in Uganda and South Africa. Today, Klaber remains dedicated to Even Ground, serving as its key advisor and mentor. The organization has inspired others by hosting Yale students and alumni during the Yale Day of Service at Even Ground’s New York office. His extraordinary dedication to these issues led to his being named a Goldman Sachs Global Leader while he was still a student at Yale. He has also served on the United Nations Inter-Agency Task Force on Orphaned and Vulnerable Children.

**Leah Sarna ’14**

Leah Sarna dedicated much of her time at Yale to working with Dwight Hall to engage with the New Haven community. She served as a one of the co-directors of the Yale Hunger and Homelessness Action Project (YHHAP), a student organization with over 120 volunteers serving low-income, unemployed and homeless people through its soup kitchen, tax services, case management agency, and other programs. During her time as co-director, she not only nurtured existing programs but also spearheaded a new and ongoing YHHAP initiative, “KeepSafe,” which provides a storage facility to hold items for the homeless so that they can apply for jobs, work, or move about freely without putting their belongings at risk. She also served on the Dwight Hall Executive Committee.
The Yale Medal

Inaugurated in 1952, the **Yale Medal** is the highest award presented by the University. It is conferred solely to recognize and honor outstanding individual service to Yale. Since its inception, the Medal has been presented to 299 individuals, all of whom not only showed extraordinary devotion to the ideals of the University but also were conspicuous in demonstrating their support of the institution through extensive, exemplary service on behalf of Yale as a whole or one of its schools, institutes or programs.

Five individuals have been selected by the Association of Yale Alumni (AYA) and approved by the Yale Corporation to receive the Yale Medal in 2014.

**Sharon V. Agar ’82**

Sherry Agar has demonstrated her devotion for Yale in the numerous ways she has served her alma mater. Her contributions extend throughout the University, from serving on the Board of Governors of the AYA to the board of the Yale Glee Club Associates to the 25th reunion planning committee for the Class of 1982. During her five-year presidency of the Yale Alumni Chorus Foundation she planned tours to destinations in three continents leading hundreds of volunteers. As president of the Whim ’n Rhythm Alumnae Association she is developing outreach programs to increase its members’ involvement with undergrads, digitizing Whim arrangements and albums, and producing the group’s first history. Her passion for Yale music has enriched the lives of many, as when she has hosted numerous events for undergraduate *a cappella* groups in her home where alumni get to sing with current students.

**Edward P. Bass ’67, ’68 BS, ’72 Arch**

Ed Bass is one of Yale’s consummate and most inspirational volunteer leaders. From 2001 to 2013, he served as a fellow of the Yale Corporation, and as senior fellow from 2011 to 2013. During his ongoing service on the Corporation’s Buildings and Grounds Committee, he has contributed many important insights to the renovation of the campus and the design of new buildings. He served as co-chair of the Yale Tomorrow campaign and chair of the Corporation’s Development and Alumni Affairs Committee. Currently he serves as co-chair of the Yale Development Council, as member and founding chair of the External Advisory Board of the Yale Institute for Biospheric Studies, as member and founding co-chair of the Leadership Council for the School of Forestry & Environmental Studies, as member of the Peabody Museum Leadership Council, and as member of the Yale School of Architecture Dean’s Council. He is a former member of the University Council, where he chaired its Committee on the Peabody Museum.
Marvin Berenblum ’56

Marv Berenblum is a true and devoted volunteer for Yale. He recently oversaw the successful planning and launch of the Yale Alumni College, an initiative that gives members of Yale alumni communities the opportunity to take seminars led by Yale professors, active and emeriti. He has served as an executive officer of the AYA Board of Governors, as president of the Yale Glee Club Associates, and president of the Yale Alumni Association of Greenwich. In addition, he has produced trips to Israel, France, and the Baltics for the Yale Global Alumni Leadership Exchange (YaleGALE), and has been an active participant in many other trips abroad with both YaleGALE programs and Yale Alumni Chorus concert tours. For the Yale Day of Service, he has spearheaded partnerships with the Boys and Girls Clubs of Greenwich, New Haven, and Harlem. He currently serves as board chair of the Yale Alumni College and as president of the AYA Board of Governors’ Advisory Council.

Michael J. Madison ’83

Mike Madison has brought endless time, passion, and insight to his Yale volunteer activities. He has been active in leadership roles in the Yale Clubs of San Francisco, Silicon Valley, and Pittsburgh; as reunion co-chair for his class; as an Alumni Schools Committee director coordinating the efforts of volunteers who interview high-school students applying to Yale; and as a member of the AYA Board of Governors, on which he served from 2004 until 2014, including two years as chair (2010–2012). In this last post he led development of the AYA’s current Strategic Plan, entitled “Ambassadors in Action.” He also served the university in a visible and influential role as alumni counselor to the Search Committee for Yale’s new president. Through his guidance and desire to empower other volunteers, he has made the AYA a better and stronger organization to the benefit of the university, its alumni, and the communities they serve.

John M.R. Thomas ’80

Jack Thomas has been an active volunteer on behalf of his class and Yale, including chair of agents for the Class of 1980, a position he has held for over 25 years. He has co-chaired all of his class’s reunions, and has served several terms on the board of the Yale Alumni Fund, including its Executive and Nominating Committees. As chair of the Alumni Fund, he spent countless hours with boundless energy and enthusiasm leading alumni volunteers to raise funds for the university. In addition, he has served as ex-officio member of the AYA Board of Governors, the Yale Corporation’s Development Committee, the University Council, and the Yale Tomorrow campaign’s Capital Development Committee. An active member of Yale GALA for many years, he served on the planning committee for Yale’s Second LGBT Reunion, which was held on campus in September 2013.
Save the Dates

Assembly LXXV
November 19–21, 2015
Please watch www.aya.yale.edu/assembly for details beginning in early September 2015.

Assembly LXXVI
November 10–12, 2016

Assembly LXXVII
November 16–18, 2017

Assembly LXXVIII
November 8–10, 2018

Assembly LXXIX
November 21–23, 2019

Connect@Yale

Social Media and the Assembly (and all year round)
Your University is a leader in social media, thanks in part to the tens of thousands of alumni who connect and share with their friends, families, and fellow alums.

news.yale.edu | YaleNews is your source for stories about people and programs across the campus, including alumni association highlights.

facebook.com/YaleUniversity | Well over 1,000,000 people “like” Yale on Facebook. More are always welcome!

twitter.com/Yale | Over 165,000 people follow @Yale on Twitter. If you Tweet about Assembly (and alumni events throughout the year), use the hashtag #YaleAlumni.

instagram.com/Yale | BuzzFeed calls Yale one of the nation’s “most Instagrammable” campuses, and our Instagram account shows why. If you are on Instagram, tag campus and assembly photos #Yale and #YaleAlumni.

linkedin.com/yale-university-18403 | Nearly 70,000 alumni, along with over 30,000 other friends, follow the official Yale University LinkedIn page.

yaleuniversity.tumblr.com | Measured Voice says, “Yale is really good at Tumblr.” Follow and find out for yourself.

With more and more alumni using social media, and with so many of us using smart phones and tablets, we want to make sure as many people as possible join us to stay connected and share the good news about Yale and the AYA with classmates and other Yale friends.
Platinum-Level Green Event Certification: 2014 Association of Yale Alumni Assembly

A green event successfully integrates sustainability – the balance of people, planet, and prosperity – into its planning and implementation.

For more information, visit sustainability.yale.edu/green-event-certification

Yale Office of Sustainability