



The Yale Alumni Fund

VOLUNTEER HANDBOOK

Fiscal year 2017–2018

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A Message from the Managing Director

Thank you for your service to Yale as an Alumni Fund volunteer! Your work is critical to all we accomplish and helps to build a strong community of annual donors each year.

The information in this handbook serves as a foundation for your involvement with the Alumni Fund and we hope you find it useful. If you have suggestions for additional items you would like to have included, please do not hesitate to share your ideas.

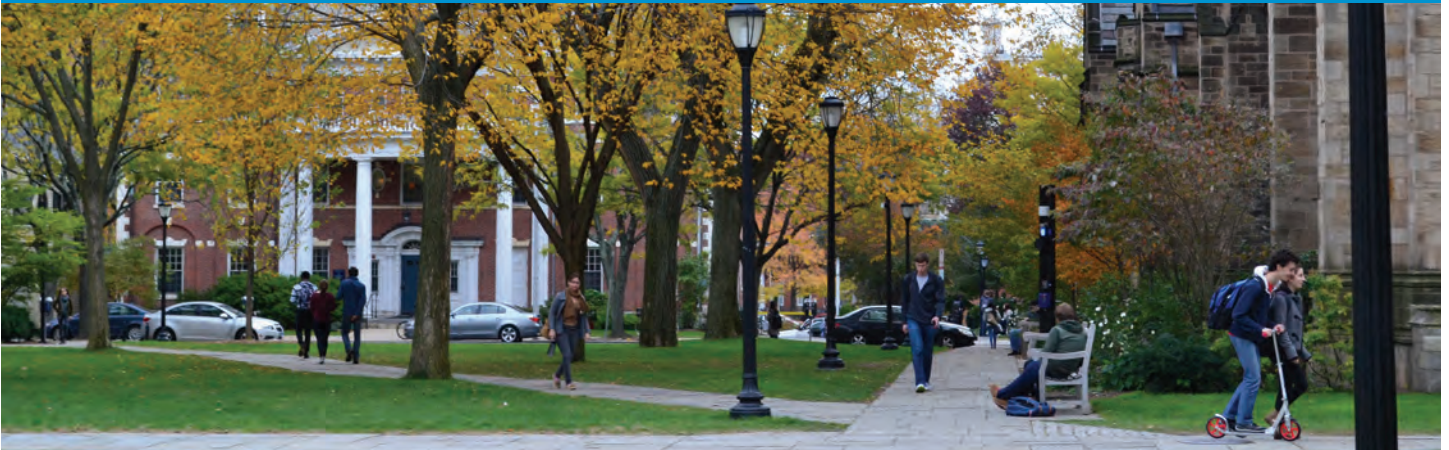
This year's handbook includes a new section for the Board of Directors. If you are a current member, you will find details pertaining to upcoming meetings, workgroups, and new member orientation. If you are not a current member and are interested in being considered or would like more information, please let us know.

I look forward to seeing you at Convocation on campus November 16–17.

Thank you for all you do for Yale!

Jocelyn R.H. Kane
Managing Director, Yale Alumni Fund

PART I: INTRODUCTION



Overview of the Yale Alumni Fund

Annual giving is critical to providing the university with budget-relieving resources. In the fiscal year ending June 30, 2017, nearly 40,000 donors made annual gifts via the Yale College Alumni Fund, the Alumni and Annual Funds of the Graduate and Professional Schools, and the Parents Annual Fund. Ranging in size from under \$25 to over \$50,000, these contributions provided over \$38.1 million to support the needs of Yale faculty and students. Founded in 1890 as an alumni organization independent of Yale, the Alumni Fund is one of the oldest and most successful annual giving programs in the country.

Yale University's Office of Development has managed the Alumni Fund since 1992 and relies on over 2,000 Class Chairs and Class Agents who volunteer for Yale College, the Graduate and Professional Schools, and the Parents Annual Fund.

Unrestricted Giving

Though gifts to the Alumni Fund are technically unrestricted, Yale College enables its donors to select from six broad categories:

- General unrestricted purposes
- Facilities renovations
- Faculty support and curriculum development
- Financial aid
- Library resources
- Undergraduate life



Volunteer Roles and Responsibilities

Each Yale College Class has a Chair or Co-Chairs of Agents who lead a cadre of Agents from their class. The number of Agents and breakdown of representation varies from class to class. A select group of Chairs and Agents also serve on the Alumni Fund Board.

As a volunteer, you have the entire Alumni Fund development team in New Haven ready to offer the support you need. You are encouraged to work closely with your class manager throughout the fiscal year to determine specific strategies for your prospects or to discuss any questions you may have about your volunteer responsibilities.

Chair/Co-Chairs of Agents

Chairs and Co-Chairs of Agents are responsible for leading a class's annual effort to raise unrestricted support for Yale by recruiting, supporting and leading a roster of Class Agents.

The following are the duties of the Chair/Co-Chairs of Agents (in addition to those listed under Class Agent responsibilities):

1. Manage Class Agents and Their Groups

Monitor Class Agents and their groups' progress to ensure they are following up with their prospects throughout the year. In coordination with Agents and your YAF class manager, determine the appropriate changes to make to existing Agent groups to maximize results.

2. Recruit New Volunteers

Work with your class manager to identify viable candidates to join the volunteer team and plan a recruitment strategy (email, phone, etc.).

3. Aim to Achieve Dollar and Participation Goals

The Alumni Fund class manager will consult with you to set the annual dollar and donor goals for the class and you will jointly monitor progress throughout the fundraising year.

4. Approve/Edit Solicitation Materials

Chair's edits and customization of solicitation materials are needed to maximize the effectiveness for each class and constituent group. Chair's feedback and ideas for solicitations are encouraged and welcomed throughout the year.

5. Solicit Each Agent for an Alumni Fund Gift

Encourage your Agents to make their own gifts. Remind them that they are able to make a stronger case to potential donors when they have already given themselves.

6. Make an Alumni Fund Gift

Chairs should also lead by example and make their gifts early in the fiscal year. One hundred percent participation from volunteers is expected each year.

Class Agents

Class Agents are responsible for soliciting a group of classmates to make Alumni Fund gifts each fiscal year (July 1–June 30). The following are the duties of the Class Agents:

1. Make an Alumni Fund Gift

Like Chairs, Agents should lead by example and make their gifts in the fall. You are in a stronger position to ask for gifts from your classmates throughout the year if you have already shown your support.

2. Solicit Your Agent Group

Agents work with their class manager to select 15–20 classmates to be part of their Agent Group to be solicited for a gift to the Alumni Fund.

3. Sign and Postscript Solicitation Letters

You will be asked to sign and postscript solicitation letters to your group at least once each year. Your customized note is the key to a successful solicitation. It has been shown that a personal solicitation from a classmate is the most effective way to secure gifts for the Alumni Fund.

4. Follow up

After solicitation letters are mailed, Agents are asked to follow up with those classmates who haven't given to the Alumni Fund. Reach out via phone, email, or in person, if possible. The earlier in the fiscal year you can secure donors the better!

5. Utilize Agent Reports

Agents Statements are distributed on a regular basis. Please be in contact with your class manager regarding specific cases, if you have a need that comes up in the interim.

6. Thank Donors

Expressing Yale's appreciation is an essential volunteer responsibility. Handwritten notes, phone calls, or emails are effective and meaningful ways to thank the classmates in your group. You can also thank donors with a Yale electronic postcard [www.yale.edu/alumnipostcards]. Don't forget to say a special thanks to first time donors and those giving at the Nathan Hale Associates (NHA) level.

7. Attend Convocation

Volunteer Convocation will be held on campus November 16–17. Save the dates!

8. Responsibilities During a Reunion Year

During a reunion year you may be asked to serve on your class's Reunion Gift Committee. The Reunion Gift Committee conducts a special effort to encourage gifts (restricted and unrestricted) from classmates capable of making larger contributions than those generally made on an annual basis.



Volunteer Recognition

We hope that all volunteers feel engaged, connected, and valued. Throughout the year, volunteers are recognized for their efforts in several ways.

Volunteers who achieve 100% Agent Group participation (Agent Group of 10 or more classmates)

- Customized certificates of achievement are sent to both the volunteer and classmates in their assigned group
- Volunteers receive special recognition in an email to all Yale College Alumni Fund volunteers

Volunteers who achieve 70%+ Agent Group participation (Agent Group of 10 or more classmates)

- Volunteers receive special recognition in the annual online Volunteer Honor Roll Report

National Volunteer Recognition Week—April 15–21, 2018

Held each spring, the Alumni Fund incorporates special programming for volunteers during National Volunteer Recognition Week. Be on the lookout for special messages of appreciation!

PART II: MAKING THE ASK



Fundraising Tips from Successful Volunteers

When approaching classmates for a gift, it is sometimes difficult to know where to start. The following are some helpful hints on how to begin the process and ensure successful results.

1. **Have Fun, Be Positive, Let Your Enthusiasm Show!**

Fundraising is hard work, but fun. Volunteering for the YAF is a unique way to reconnect with classmates, broaden friendships, and meet interesting new people – all while staying connected to Yale! Remember that when people are asked why they give, the most common response is, “Because someone asked me.” If you don’t ask, your classmates may not give!

2. **Personalize Your Communication**

Get to know who you are writing to by using agent reports, class directories, social media, or keeping your own notes about life events, and incorporate that information into handwritten notes, emails, and phone calls.

3. **Acknowledge Prior Giving and Involvement and Say “Thank You”**

No two words are more important to fundraising than these. Begin by thanking your classmates for all of the ways they support Yale through volunteering or donations.

4. **Make the Connection**

Nostalgia is often a powerful motivating force. Memories of experiences at Yale foster warm feelings toward the university and remind classmates why giving back is so important.

5. **Consider Asking for an Increase**

Think about asking consistent donors to increase their gift, especially if they are approaching another Nathan Hale Associates giving level or are celebrating a reunion. Talk to your class manager about appropriate strategies.

6. **Follow up**

Follow up with a phone call to speak with a non-donor. As one seasoned Agent says, “A phone call is the surest way to change a ‘no’ to a ‘yes.’”



What Counts

What types of gifts count within the Yale College Alumni Fund and for my Alumni Fund class goal?

- Gifts to the Yale College Alumni Fund are unrestricted and provide the university with immediately expendable core support for basic operations and new programs. To receive credit in the Yale College Alumni Fund, gifts must be designated to one of six categories: unrestricted purposes, facilities renovations, faculty support and curriculum development, financial aid, library resources, or undergraduate life.
- Gifts to any purpose other than those listed above do not count within the Yale College Alumni Fund or toward your Alumni Fund class goal.

Why types of gifts count in my Class' reunion gift?

- The reunion gift recognizes nearly all new gifts and pledges made since your last reunion. This includes annual contributions to the Alumni Fund, capital gifts, and planned gifts. For the classes of 1996 and prior, Quarter Century Fund gifts and invested returns will be added in aggregate to the totals for the 25th reunion only.

Class Dues

- Class Dues are considered gifts to the class and not to Yale. They do not count within the Alumni Fund or for the reunion gift.

Athletic Team Associations

- Gifts to athletic teams associations do not count within the Alumni Fund but are counted for the reunion gift.

What types of gifts do not receive Yale University gift credit?

- Gifts made to separate 501(c)(3) organizations affiliated with Yale do not receive university gift credit.

“I am reminded daily of the advantages conferred upon me by my years at Yale. I want to keep that connection alive – both for me and for others – so I contribute to Yale every year.”

–Andrew M. Chin '04

Yale College Solicitation Schedule

Please use this timeframe to inform your outreach to the members of your Agent Group.
Yale’s fiscal year runs July 1–June 30.

July	New fiscal year begins July 1
August	Volunteer solicitation email Please make your gift or pledge!
September	Class Chair’s solicitation kick-off letter
October	Agent packets mailed to volunteers Please postscript and mail your letters as soon as possible
November	Yale vs. Harvard Alumni Fund Participation Challenge Convocation November 16–17
December	Direct mail/email solicitations sent to non-donors
March/April	Bulldog Blitz Challenge
June	Direct mail/email solicitations Sprint for Financial Aid



Nathan Hale Associates Leadership Giving

The Nathan Hale Associates (NHA) program encourages and recognizes leadership Alumni Fund contributions of \$1,000 or more to the Yale College Alumni Fund, the Graduate and Professional Schools Annual/Alumni Funds, and the Parents Annual Fund.

Yale College and Graduate and Professional School couples who make joint gifts will be stewarded based on their combined gift amount, not on their individual contributions.

Nathan Hale Associates Recognition Levels

Leaders Circle:	
Fourth Century Associates	\$50,000 and above
Woodbridge Associates	\$25,000–\$49,999
Hillhouse Associates	\$15,000–\$24,999
Sterling Associates	\$10,000–\$14,999
Harkness Associates	\$5,000–\$9,999
Elihu Yale Associates	\$2,500–\$4,999
Woolsey Associates	\$1,000–\$2,499*
<i>*Yale College Alumni qualify at \$250 for the first five years after graduation and at \$500 for the next five years.</i>	

Nathan Hale Associates Named Scholarship (\$10,000 and above)

Donors who make annual gifts of \$10,000 or more are given the unique opportunity to name a one-year scholarship. Scholarship donors receive a profile of the student and may share their contact information and develop a personal relationship with the scholar. This is a rewarding experience for hundreds of alumni each year.

Nathan Hale Leaders Circle (\$25,000 and above)

In addition to the opportunity to name a one-year scholarship for a current student, members of the Nathan Hale Leaders Circle hear directly from university leaders, enjoy the resources of the Yale University Library, and are invited to an annual reception.

Increasing a Gift's Impact

The Alumni Fund offers several opportunities to increase a gift's meaning or impact on campus. Keep these opportunities in mind when speaking to classmates about the size of their gift.

In Memoriam/In Honor Gifts

Alumni Fund gifts can be made in memory or in honor of someone special. Donors can celebrate a classmate's marriage or anniversary, honor a favorite professor, or memorialize a deceased friend. Gifts in memoriam or in honor can be made by simply stating this intention when the gift is made. The person or family being honored or memorialized will be notified.

Corporate Matching Gifts

Many corporations have a matching gift program that can double or even triple contributions to Yale. Ask your classmate to check if their (or their spouse's) current employer has a matching gift program. Matching gifts are included when calculating a donor's eligibility for Nathan Hale Associate's recognition.

Participating companies are listed online [www.giving.yale.edu/matchinggifts].

PART III: COMMUNICATION TIPS AND FAQs



Communication Tips

Some of your classmates may have questions or concerns about the Alumni Fund or Yale in general. The following tips can help you handle these types of conversations with ease and leave your classmate with positive feelings towards Yale.

- Listen carefully
- Validate his/her feelings
“Thank you for bringing up this concern, and I’m happy to talk with you about it...”
- Understand the root of the problem
“Tell me more about...”
- Share your experience and provide a thoughtful response to address the concern
“Actually, I had a similar experience/response as you...”
- If a classmate expresses concern about university policies and decisions, remind them of the excellent education Yale provides students and the exciting things that are happening around campus [news.yale.edu], or reminisce about events that took place when they were in college. Try to encourage them not to let one controversial issue influence their giving to Yale.
- Emphasize the importance of Yale’s commitment to students and their education.

If you feel unable to address their concerns, refer your classmate to your class manager in the Office of Development.

Frequently Asked Questions

There are certain questions that are asked frequently. These questions are listed below and many volunteers have used these responses provided to turn objections into a gift or pledge.

Financial

Does my \$100 really make a difference?

- Yes! Every donation, no matter what size, makes a difference—and establishes a pattern of giving that is priceless.

“I’ve always felt that regular gifts are a fantastic way to support Yale’s mission. If a student needs help with a term bill or a faculty member wants to fund a special project, these gifts can meet that need. Even modest annual gifts have a tremendous impact.”

–*Randolph Nelson ’85*

- If everyone contributes according to their ability, a \$100 gift from someone of modest means is as meaningful as a multi-million dollar gift from a wealthier graduate.
- A gift symbolizes your attachment to, and appreciation of, your Yale experience.
- Consistent annual giving provides Yale with regular, dependable revenue, just like the endowment.

Why should I give to Yale when I give to other charities that I feel are more in need of my financial support?

- Giving to Yale makes a difference to philanthropic endeavors around the world for Yale is educating future leaders in the public and private sectors who will address challenges faced by the nation and the world. Through your gifts, you are providing opportunities to Yale students that were provided to you during your undergraduate days.

Why should I give back when I am still paying my student loans?

- Tuition does not represent the true cost of a Yale education; it covers a portion of the cost of educating a Yale student. Even a small gift will provide support to current students, just as you were supported when you were on campus.

Personal Circumstances

The only time I hear from Yale is when they are asking me for money. I no longer feel connected to the university.

- Yale invites you to become involved once again. There are a variety of alumni programs, clubs, associations, and volunteering opportunities available. Check out the Association of Yale Alumni website [www.aya.yale.edu] or for more information about other volunteer opportunities, go to the Giving to Yale volunteer gateway [www.giving.yale.edu/supporters/volunteers].
- Become a lifelong student by taking Yale courses online. There are now a number of Yale classes available online through the Open Yale Courses program. Go to their site [www.oyc.yale.edu] to learn more.
- Don’t forget, your reunions are a great way to get back to campus and get reacquainted with Yale and all it has to offer.



I don't have a lot of money/I am unable to make a gift at the present time due to personal circumstances/I am still in debt from student loans.

- Participation at any level is greatly appreciated; a gift of any size makes an impact upon the daily lives of Yale students.

I'm upset that my child was not accepted to Yale.

- Allow the classmate to express their feelings and acknowledge their feelings of disappointment, frustration, or confusion.
- When the time is right, share with them that legacy applicants get a thorough review by admissions officers.
- Shift the conversation back to the classmate; remind them of their own experience at Yale and how that helped shape who they are today.

Other Yale Contributions

Why am I being asked for an Alumni Fund gift in addition to a capital gift? I already support the Track Association, Class Dues, etc.

- Yale alumni may be solicited for a number of Yale gifts. If a prospect says "I have already given" they may be referring to something other than the Alumni Fund, including a capital (restricted) gift, a gift to a sports association, or Class Dues. The Alumni Fund is the simplest and most direct way to participate in class fundraising and support the Yale undergraduate experience. Alumni Fund gifts count in the reunion class gift total. They are distinct from Class Dues, which support class activities through the AYA.

Why am I being asked to make a "stretch" gift to the Alumni Fund for my reunion?

- A special larger-than-usual annual gift is an excellent way to celebrate one's reunion—a significant milestone in one's life.

I would like to make a special gift for my reunion, but I can't afford it at this time.

- Encourage the donor to make a multi-year annual pledge. Alumni often find this a convenient way to make a larger gift while spreading out the payments. The entire amount of the pledge will count toward the reunion class gift total. Classmates are not solicited for annual gifts in the years their multi-year annual pledge payments are due.



Additional Information

Endowment

With Yale's multi-billion dollar endowment, why does Yale need more money?

- The majority of endowment funds are restricted for very specific purposes such as a particular professorship or program.
- When you give to the Yale Alumni Fund, you make an immediate, direct impact on the experience of today's students. Unrestricted gifts support ongoing programming for Yale's undergraduates.
- Unrestricted giving to the Alumni Fund provides the university the flexibility to respond to new opportunities, unforeseen challenges, or provide funding for new programming.
- Based on a 5% endowment payout, \$100 in annual giving contributes the same amount to Yale's budget as the typical distribution from \$2,000 of capital in the endowment.

What does the endowment support?

- Endowment funds support specific existing university needs while the Alumni Fund provides funds necessary for top priorities, new projects and initiatives.
- Distributions from the endowment only account for 33% of Yale's operating budget.

Why doesn't a strong endowment lead to lower tuition?

- It does. Yale's term bill covers a portion of the cost of educating a student, with the balance coming from the operating budget, including endowment funds.
- Because Yale Alumni Fund dollars are unrestricted, our annual support plays a critical role in financing an otherwise unfunded portion of the costs to educate current undergraduates, including additional support for financial aid.

For specific information on the endowment, please visit the investment office's website [www.yale.edu/investments] to download a copy of the most recent *Endowment Update*.

PART IV: BOARD OF DIRECTORS



Roles and Responsibilities

The Yale Alumni Fund Board of Directors is composed of approximately eighty Alumni Fund Class and School Chairs and Agents and is led by a Chair and Vice Chair who are members of the Executive Committee. The board's mission is to guide and support the programs of the Alumni Fund. Members are recommended for consideration by their peers or staff at the university.

1. Term information

- The term of a board member is three years
- At the end of the first term, board members may be selected to serve a second term
- There is a mandatory one-year hiatus after six concurrent years on the board

2. Participation in the work of the Yale Alumni Fund

- Attendance at three board meetings per year and the Alumni Fund Volunteer Convocation in New Haven (when held) is expected and ensures that board members have an adequate opportunity to receive updates about the Alumni Fund and the university, learn from one another, and engage in discussions. That said, we understand that attendance is not always possible. Engagement and participation in the work of the board and its committees is also important.
- Orientation of new board members will take place during the inaugural year of board membership. A mentor will be assigned to each new member to help acclimate them to the work of the board.
- Much of the strategy development and other work of the board is done by small workgroups (focusing on subjects such as technology, campaign preparation, and collaboration with the AYA), which tend to meet periodically by phone. Board members should expect to participate in such a committee after completing their orientation year.
- The continued success of the Yale Alumni Fund depends on the active engagement of volunteers with one another. To ensure that best practices are shared, established board members should expect to serve as mentors to newer board members and other Alumni Fund volunteers.



New Member Orientation

New members of the 2017–2018 Board of Directors are invited to a welcome reception at the Yale Club of New York City on Monday, September 18, 2017. (Invitations will be sent in advance.)

All new members are assigned to a mentor who will be in touch with them throughout the year. Mentor relationships follow this pattern:

Prior to the first board meeting:

- Your mentor will be in touch to introduce themselves, describe their role in the Alumni Fund and on the board, and review what to expect at the first meeting. Making plans to meet a few minutes prior to the meeting is also common.

At the board meeting and reception:

- Your mentor will greet you and introduce you to other members of the board.

After the board meeting:

- Your mentor will be in touch to see if you have questions or need further information about anything discussed at the meeting.

New members will also be asked to complete surveys and provide feedback on their experience.



Workgroups

Technology

In fiscal year 2017, this workgroup partnered with the Alumni Fund staff to advise on opportunities for leveraging technology to accomplish fundraising goals. Specifically, they provided feedback and input as the new volunteer resource website was created and infographics were designed for volunteer use. [yafvolunteers.yale.edu]

In fiscal year 2018 the technology workgroup will be focused on supporting the development of a new volunteer portal. This portal will replace the yPortal and has a hoped for go-live date during fiscal year 2019.

AYA-YAF Collaboration

In fiscal year 2017, this workgroup explored how we might more effectively coordinate Convocation and Assembly with our AYA colleagues. Their recommendation was to move forward with this plan and the first combined event will be held November 16–17, 2017.

In fiscal year 2018, members will focus on encouraging attendance and shaping programming for the combined event in November. The workgroup will de-brief after the event and provide a final report detailing ideas for future improvements. They will conclude their work on December 31, 2017.

Board Engagement

This group discusses ways to clarify the role of board members, design strategies for recruiting, onboarding and orienting new members, and recommend ways to make the board meeting experience more welcoming and satisfying. In fiscal year 2017, members implemented a new seating process for board meetings, distributed “Surprise and Delight” cards at the February 2017 meeting, developed guidelines for participation in board workgroups during members’ terms, and codified new steps for first-time board member onboarding and orientation. These steps include the completion of this new volunteer handbook which incorporates information pertaining to the Board of Directors.