Yale Women: A New Alumnae Network

The Women's Table, 1993
# YaleWomen: A New Alumnae Network

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Yale Women Strategic Plan

December 2011
WHERE WE HAVE BEEN

Women have been part of the student body at Yale since 1869, when the first woman matriculated in the School of Art. During the hundred years following, each of the graduate and professional schools at Yale included women students. In 1969, Yale College became coeducational, catalyzing a change in the profile of the broader University alumni/ae body.

Yale graduates have always provided leadership in creating organized efforts to connect the University’s alumni/ae. In 1792, they formed Alumni Classes, which represent the first known organized alumni activity in the United States. Yale’s alumni activities continued to evolve with the establishment of the Society of Alumni in 1827, the formation of Regional Clubs in the mid-1800s and organized Graduate and Professional School organizations in the early 20th century.

The creation of the Association of Yale Alumni (“AYA”) as we know it today occurred in 1972, with its representative structure for regional clubs, classes, and graduate and professional schools. The founding Board of the AYA included Ruth Benedict, MSN ’48, as the sole female member.

As part of the celebration of Yale’s tercentennial, in September 2001 the Yale Women Faculty Forum hosted *Gender Matters: Women at Yale*, examining the role of women at the University, and featuring alumnae speakers. The AYA sponsored a first “reunion” of alumnae with a multi-day conference in 2004 entitled, *In the Company of Scholars: Yale Women in a Changing World*. Over 500 alumnae, spanning all of Yale’s schools and crossing the decades, sensed the importance of coming together as Yale women.

In 2008, the AYA developed “Ambassadors for Yale: The AYA Strategic Plan,” which called for the recognition and support of ways for Yale graduates to affiliate in addition to the traditional
classes, clubs, and graduate and professional school organizations. Shared interest groups ("SIGs"), based on a shared identity (e.g. women) or a shared interest (either from time at Yale or later in life) have emerged as powerful organizations for alumni/ae, enabled both by technology and volunteer commitment.

The AYA strategic plan identified the fostering of a SIG for alumnae as a high priority, based on the desire of alumnae to build on the 2004 conference and to find ways to continue to gather and to act together as Yale alumnae. The AYA and alumnae volunteers initiated a number of activities in support of this effort, including:

- The Celebrating Yale Women: 40 Years in Yale College, 140 Years at Yale conference, held on the Yale campus with 300 attendees in March 2010
- Leadership training and support for alumnae efforts in cities and regions with smaller alumnae populations
- Listening sessions with groups of alumnae held at AYA Assemblies and in major cities nationally in 2010 and 2011
- Strategic planning session for an alumnae organization held in New York City, attended by 50 active Yale alumnae volunteers in February 2011

These efforts attracted many alumnae who had never before participated in Yale-related programming or events. The women who gathered at these events expressed a strong desire for the development of a shared interest group that would bring Yale women together more deliberately. This strategic plan is the result of the energy, enthusiasm, and passion of Yale alumnae seeking to foster community in new and powerful ways.
WHERE WE ARE GOING

As Yale women, we share an extraordinary educational heritage. We have absorbed Yale’s tradition of learning, public service and leadership that has long infused the University’s many academic schools and extracurricular activities, and we have inherited Yale’s tradition of intellectual excellence and commitment to civic duty. We believe that if we work together we can enhance and enrich one another’s lives and also make a meaningful contribution at all levels of society and in every sphere of human activity.

Acting as an organized community of Yale alumnae, we are committed to making a more just world by our dedicated efforts to embody and employ our shared values of inclusiveness, compassion, learning, equality, integrity and excellence, and an alma mater enriched by our greater participation and contributions.

While we acknowledge that our Yale experience varies as widely as we do – affected by age, ethnicity, and background – we find we connect with one another quite naturally and deeply and share a conviction that Yale women have a significant contribution to make to Yale and to the world in which we live. More than anything, it is this profoundly nourishing, intellectually stimulating, and friendly bond that flourishes within our community of women that we wish to strengthen and celebrate as we learn and work with one another.

As an organization of Yale women, we will:

- Support every Yale alumna, beginning while she is still on campus
- Be leaders, develop leadership in others, and work to broaden the definitions of leadership and success to acknowledge the value of women’s contributions to society
- Contribute in significant measure to our alma mater with our time, talent and treasure
- Share our individual and collective knowledge, both within YaleWomen and beyond, as we model a process of lifelong learning and seek to better understand and positively affect our world
- Empower women throughout the world by helping them to take a seat at the table wherever and whenever decisions are made, and work to keep them there
- Contribute lux et veritas to societal issues of significance to women
- Work together toward building a more humane and just society, one that provides women and girls with equal and meaningful access and opportunities
- Support Yale University and its faculty and students in their efforts to achieve the same goals

We will accomplish our bold vision by engaging and connecting Yale alumnae through local, regional, national, and global activities and by collaborating with related shared interest groups,
as well as with the broader alumni/ae body, students, faculty, and the Yale community as a whole.

As Yale alumnae we have both a shared responsibility and a shared desire to make a substantive difference in the world. We seek to set an example with YaleWomen, ensuring that the organization reflects all our values in all aspects of membership, programming, governance, financial sustainability, and communication.
MISSION: WHY WE EXIST

Our mission is to create a vibrant, engaged community of alumnae, drawn together by the common thread of our Yale experiences, that is committed to advancing women's voices and perspectives and to enriching and inspiring one another, Yale, and the world.

CORE VALUES: SHARED GUIDING PRINCIPLES

• Inclusiveness
• Compassion
• Learning
• Equality
• Integrity
• Excellence
OUR FOCUS

Engagement with alumnae and discussion of the potential for a new Yale alumnae organization have clarified the priorities of Yale women. In response, the following areas will form the programmatic focus of YaleWomen:

- Building community
- Promoting lifelong learning opportunities
- Contributing to society
- Contributing to Yale

In all areas, we dedicate ourselves to:

- Determining specific alumnae interests and how best to foster them
- Partnering with and supporting Yale and other Yale organizations
- Regularly soliciting feedback and ideas to ensure responsiveness to members’ interests and to adapt/improve future programming
- Evaluating and improving the effectiveness of our initiatives
- Considering how YaleWomen can make a distinct contribution and serve a unique purpose for alumnae

We will establish working groups for these areas to lead the development of local, regional and global programs that will help YaleWomen deliver on its mission and vision, consistent with the goals and strategies set forth in this strategic plan.
BUILDING COMMUNITY

Yale alumnae have made clear that they value building a community and that networking with each other is important to them. Creating connections and support systems will make all of us more effective and successful in our personal and professional endeavors.

Yale women have a strong interest in forging links and partnerships of all kinds:

- With alumnae, students, and faculty
- Across generations
- With existing organizations and new groups
- In our personal and work lives
- With men as well as women
- Locally, regionally, and globally
- In person and virtually/online

**Goal:**

We will promote and build a community that expands and deepens our friendships, connections, professional interests and networks.

**Strategies:**

We will foster community-building and networking by:

- Supporting local Yale alumnae chapters’ delivery of activities close to home
- Connecting alumnae living in areas without local chapters
- Enabling Yale women to broaden their personal and professional networks
- Strengthening our connections with current students, recent alumnae, and Yale itself
- Identifying mentoring opportunities responsive to the interests and needs of Yale alumnae
- Providing broad-based coordinated two-way communications via social media, online tools, the AYA database and media, and other outreach
- Creating linkages among alumnae to be powerful role models and “life counselors” to each other at different life stages
PROMOTING LIFELONG LEARNING OPPORTUNITIES

Yale alumnae have identified learning, in all its forms, as a key objective. Learning is not only why we came to Yale, it is the very essence of the University. As Yale women, we share a broad intellectual curiosity and a passion for deepening our knowledge and skills. We believe that the pursuit of lifelong learning, either as individuals or as part of a group, and through a variety of means, can produce enormous benefits for ourselves and others, as we:

• Engage with Yale’s extraordinary intellectual treasures, both on and off campus
• Experience the common bond and connection – to Yale and to each other – that comes through learning
• Understand the lessons inherent in service and other contributions to society
• Share knowledge with our peers
• Pursue professional learning and development
• Connect with Yale women faculty

Goal:

We will promote lifelong learning and enable Yale women to increase our knowledge, skills, and personal effectiveness.

Strategies:

We will promote learning by:

• Connecting Yale women with opportunities for intellectual engagement, by drawing on the wealth of knowledge of Yale faculty, campus partners, and alumnae
• Creating opportunities for alumnae to share their professional and leadership expertise with their peers and students
• Organizing service learning experiences for Yale women, either through collaboration with service-related alumni/ae organizations or through other channels
• Working to heighten awareness of, and optimize the use of, Yale’s online educational offerings
CONTRIBUTING TO SOCIETY

Service and leadership have long been an essential part of the Yale tradition. Alumnae have expressed a strong desire to “make a difference,” to address social problems, together and individually, at every level of society, from the personal to the global. We believe that our connection with one another as women with a common Yale experience adds a unique dimension and far-reaching possibilities to the power of that work. Alumnae have proposed numerous ideas for service projects of varied duration and scale. In addition to doing service, we seek to make ourselves more effective and powerful agents of change by employing our collective Yale resources: education, community, network, and values.

We use the phrase “contributing to society” to mean working collaboratively to serve, to lead and promote leadership, and to support causes important to women.

Goal:

We will empower women and promote justice in society.

Strategies:

YaleWomen will catalyze the actions of Yale alumnae to contribute to society, by:

- Engaging individually and collectively in service to address societal needs, focusing on where Yale women can be most effective
- Developing ourselves as leaders, connecting interested Yale women with potential leadership opportunities, and helping them to advance to positions of influence
- Supporting causes that are important to Yale alumnae and aligned with the mission and values of YaleWomen
CONTRIBUTING TO YALE

Thousands of Yale women are involved with alumni/ae endeavors through their classes, graduate departments, professional schools, regional clubs and SIGs. YaleWomen can engage female graduates with Yale-related activities in ways that are helpful to the University and offer a different kind of connection to our alumnae, to be important Ambassadors for Yale, as Yale women.

Organizations with strong ties to their "mother institutions" tend to be very effective in their missions and leadership. YaleWomen will engage diverse constituencies from a broad range of ages, interests and locations, becoming a powerful resource for its mission and for Yale. This will translate into contributions of time, talent and treasure to the University, not only from traditionally-targeted constituencies, but from the broader audience YaleWomen will reach.

Goal:

We will deepen the engagement of Yale alumnae with the University, and increase their contributions to Yale.

Strategies:

We will engage Yale women to increase their contributions of time, talent and treasure to Yale by:

• Creating innovative programming and sub-groups that attract Yale women and reinforce ties to the University. These activities should make Yale women proud to be Yale alumnae and at the same time, provide recognition of the University.

• Creating linkages to undergraduate women to mentor them during their years at Yale and to engage them as alumni/ae

• Leveraging AYA and other leadership development activities for Yale women, including finding ways to galvanize more alumnae to serve Yale in important roles, ranging from the AYA Board of Governors to professional school advisory committees to the Yale Corporation

• Educating Yale women about effective philanthropy

• Working with Yale to better inform Yale women about the financial needs of the University and the nexus between giving to Yale and the benefits Yale’s scholarship, research and programs bring to society, locally and globally

• Identifying Yale-affiliated programs that align with the values of YaleWomen which Yale alumnae may become actively involved and support financially

• Supporting causes that are important to Yale University and aligned with the mission and values of YaleWomen
CHAPTERS

Yale alumnae in cities around the United States have come together to organize programs and events and have demonstrated the possibilities for a Yale alumnae organization at the grassroots level. Many alumnae may connect directly to the central organization, especially if they live in an area where few Yale alumnae reside. For other alumnae, chapters – organized by city or region, or by shared interests related to Yale student endeavors, professional interests, avocations, or by shared identities – will provide much of the programming and activity. An early practical goal of YaleWomen will be to define the relationship between the central organization and chapters, and among chapters.

YaleWomen will work collaboratively with regional Yale associations and other established Yale groups, not to compete for alumni/ae time and attention, but rather to enrich the offerings to alumni/ae around the world and bring new perspectives to alumni/ae programs.
MEASURING SUCCESS

We will evaluate our success by using metrics that are relevant to YaleWomen’s activities in all areas of focus. As specific programs develop out of our focus areas, more refined metrics that assess both our work and our progress toward our aspirational goals will be defined. Preliminary success metrics for YaleWomen include:

- Number of sponsored programs and events
- Number of Yale alumnae participating in and returning to sponsored programs and events
- Amount of time spent by Yale alumnae in sponsored programs and events
- Number of Yale students and faculty participating in and benefiting from sponsored programs and events
- Satisfaction levels of program and events participants
- Number of other organizations and communities that collaborate with or are served by YaleWomen
- Number of Yale women matched with leadership opportunities
- YaleWomen’s ability to sponsor financially self-sustaining programs and events
- YaleWomen’s ability to generate cash reserves at an appropriate level to sustain operations
- Yale alumnae financial contributions to Yale
- Number of Yale alumnae actively involved with the University
  - Serving on Yale committees and boards
  - Leading Yale initiatives
  - Returning to campus
ENGAGEMENT AND COMMUNICATION

The challenge of most volunteer organizations is sustainability. To engage Yale alumnae over time *YaleWomen* must provide a variety of opportunities and should value varying levels of volunteer contributions. By communicating with Yale alumnae through numerous channels, we hope to create community, convey basic information about *YaleWomen*, and provide access to programming in ways that suit the needs and reflect the preferences of alumnae.

*Volunteer Engagement*

In order to build and sustain volunteer engagement we will:

- Focus on enabling volunteers to conduct the affairs and activities of our organization
- Encourage involvement of women who have not been engaged with Yale, but who have experience with non-Yale organizations
- Construct a “ladder of engagement” for volunteers—so that individual volunteers might scale their efforts over time (*e.g.*, provide opportunities for participation with varying time commitments)
- Offer options for alumnae participation at varying levels — as work team members, project leaders, and local chapter members
- Develop a policy and philosophy of flexibility so that alumnae may work according to their schedules, may attend meetings remotely, and may contribute time and talent in varied ways

*Communication*

In order to facilitate communication with and among members we will:

- Launch a website using the AYA template, leveraging AYA hosting capabilities, and using volunteer effort to manage the site
- Provide broad-based two-way communication channels via social media and other online tools
- Use surveys and other feedback mechanisms to solicit ongoing input from members, especially as a follow-up to sponsored programs and events
GOVERNANCE

_YaleWomen_ will function as a shared interest group and will seek recognition as a SIG from the Association of Yale Alumni. All alumnae\(^1\) of Yale University will automatically be members of _YaleWomen_.

The governing structure of _YaleWomen_ is a means to an end, put in place in order to enable effective and efficient decision-making and to provide support for alumnae endeavors. Putting formal leadership in place provides a framework for and specific contacts to communicate with Yale University administration, the AYA, campus organizations, other Yale alumni/ae groups, and the other organizations with which _YaleWomen_ will engage.

When considering issues of governance for _YaleWomen_, we started with the following principles:

- The governing body (the Council) of _YaleWomen_ should be big enough to reflect the breadth of the alumnae population, in all its diversity, but not so large that the organization cannot function effectively
- The leadership of _YaleWomen_ should represent a variety of talent, consistent with our value of inclusiveness and in order to effectively oversee the anticipated range of activities
- Members of the Council and its committees and working groups will be expected to be active volunteers
- The organization’s effectiveness and sustainability will depend on clarity about leadership, including the roles of the officers and Council members, terms of service and issues of succession
- Membership in the Council and its committees should change over time, so many women have the opportunity to be part of the leadership group
- The work of _YaleWomen_ should be open to many alumnae and not limited only to Council members

An outline of the specific structure of the Council and related governance matters is set forth in Appendix A.

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\(^1\) We will define alumnae the same way as Yale University does, to include any woman who has completed one semester in a degree program at Yale.
FINANCIAL SUSTAINABILITY

Launching *YaleWomen* will require resources. It is the understanding of this organization that the AYA will support elements of the launch (see Appendix A, Section 3) and intends to maintain its support over time. Volunteers committed to the success of *YaleWomen* will drive and execute the balance of the launch effort.

As the organization develops, *YaleWomen* will need to generate funds, both to support the day-to-day operations that go beyond the services provided by the AYA and to build a reserve. The organization will raise operating funds as needed through event fees, sponsorships, donations and other fundraising initiatives.

Most alumnae will engage with *YaleWomen* primarily through programs and events. These must generate sufficient funds to cover all costs and, where feasible, to help fund the organization’s overhead.

As *YaleWomen* builds its cash reserves, the organization may fund events and programs in accordance with a request and evaluation process (to be developed).

Working collaboratively with chapter leadership, the Chapter Committee of the Council will determine the relationship, including the financial ties, between the chapters and the central organization. The Council will develop the criteria for recognizing chapters. The central organization may recommend best financial practices to the chapters (and vice versa). Chapters may benefit from central or global sponsor arrangements and may recommend potential regional, national or international sponsors to the central organization.

*YaleWomen* will work cooperatively with the Yale Development Office to develop strategies for fundraising consistent with the needs of *YaleWomen* and the University. *YaleWomen* also can promote alumnae education about effective philanthropy, to better equip alumnae to support the University as well as other causes.

The Finance Committee will provide oversight and make recommendations to the Council that ensure the long-term financial sustainability of *YaleWomen*. Specific recommendations for financial sustainability are included in Appendix A, Section 3, entitled Financial Sustainability.
APPENDIX A

1. Governance Structure

   a. Governing Council

      i. Initially, 21 Council members, and 4 officers, who will be voting members of the Council, for a total of 25 members

         (1) Seek representation from:

             (a) Yale College, Graduate and Professional Schools
             (b) Alumnae with varied post-Yale experience
             (c) Alumnae with different dates of graduation
             (d) Alumnae living in a diversity of geographic areas
             (e) Alumnae who represent a diversity of ethnic and racial identities and nationalities

         (2) The ideal Council member would be an engaged alumna, one who has demonstrated volunteer commitment to Yale or to a Yale alumni/ae organization (including this one) or project.

         (3) Terms of Service

             (a) Staggered terms for continuity (three “classes” of members)
             (b) Length of term - three years
             (c) Members may serve two successive terms
             (d) Non-successive terms require a one-year hiatus in between
             (e) A Council member who resigns before the end of her term (or who becomes an Officer before her term as a Council member ends) will be replaced by a nominee proposed by the Governance Committee and voted on by the Council. The replacement Council member may serve one successive term after the expiration of her initial term.

         (4) Governance Committee to recruit and nominate new Council members (considering suggestions from any alumnus), for confirmation by the full Council

   ii. Officers


2 To the extent women are identified as potential candidates who are not yet engaged as Yale volunteers, we will seek to connect them with Yale Women at a chapter, committee, or project level, or with other Yale-affiliated groups to provide volunteer opportunities.
(1) Officer positions

(a) Chair
(b) Vice Chair
(c) Secretary
(d) Treasurer
(e) Immediate Past-Chair

(2) Officers will be voting members of the Council

(a) Officer slate will be nominated by the Governance Committee, and elected by the Council
(b) Council members are eligible to become officers after one year of service on the Council, except in the case of Council members in the first year of existence of *YaleWomen*, when officer positions will immediately be filled without this requirement

(3) Term

(a) Two year terms
(b) Officer terms may be in addition to full service as a Council member (one or two 3-year terms), or an Officer may be elected before the end of her current term as a Council member. In the latter case, her Council seat may be filled by a replacement for the remainder of her term (see Section 1.a.i(3)(e) above for provisions on replacement).
(c) Secretary and Treasurer to be elected independent of prior office served (that is, neither acts as successor for other, nor do Secretary or Treasurer necessarily become Vice Chair)
(d) Preference for Vice Chair having held another office or served as committee chair before service as Vice Chair, but this is not required
(e) Vice Chair will be the presumed, but not automatic, successor to Chair
(f) An Officer may be elected to a different office at the end of her term, and may serve in each office before being required to retire from the Council for the one-year required hiatus described in Section 1.a.i(3)(d).
iii. Committees

(1) Standing Committees.

These are committees required under the bylaws. The Council may amend the bylaws if necessary to delete or add standing committees.

(a) Executive. Composed of the officers (and other Council members appointed by the officers, as needed). Will plan agenda for the full Council and interact with the University and other Yale and alumni/ae organizations.

(b) Governance. Serves as nominating committee for the Council itself and its officers. Guides any amendments needed to governing documents to be adopted by Council.

(c) Finance. Monitors finances, makes recommendations to full Council on financial matters, and oversees the Treasurer’s work.

(2) Working Committees (as needed). Committee members may be non-Council members, but limit non-Council membership to 2/3 of each Committee.

(a) Recruiting/Outreach. Recruits alumnae for all levels of volunteer opportunities within and related to YaleWomen.

(b) Chapters/Sub-groups. Coordinates with regional chapters and other sub-groups and provides clearinghouse for best practices, idea-sharing, etc.

(c) Marketing/PR/Communications. Develops and implements marketing plan, monitors plan to keep it up-to-date, develops communications infrastructure and strategy, interfaces with any professionals hired for specific marketing, communications or public relations tasks. May require subcommittees to focus specifically on PR and communications.

(d) Campus Partnerships. Connect with faculty and student organizations, and administration, to develop partnerships and explore ways to work together

(e) Projects. Oversees ad hoc initiatives in each goal area

iv. Meetings

(1) Regular meetings should be frequent enough to accomplish the purposes of YaleWomen but not so often as to discourage
participation by Council members. Bi-monthly suggested. Initially, Council members may wish to meet more frequently.

(2) Special meetings may be held as needed.

(3) Meetings may be held using conference call and web meeting technology, or in person, or with a combination of methods.

(4) The Council should hold at least one in-person meeting each year.

v. Reports

Council should issue an annual report to the YaleWomen membership.

vi. Leadership Development

Encourage each Council member, officer, committee chair, and anyone in another official position (regional or otherwise) to identify one or more alumnae as a potential Council member, officer, or committee chair, and then reach out to mentor those alumnae to develop interest in and commitment to YaleWomen, and to develop future leaders of the organization. Succession planning is critical to the success of YaleWomen; it promotes leadership development, mentoring, and inclusiveness; it will ensure the availability of fresh perspectives and appropriate transition.

vii. Governing documents

To be drafted by the Governance working committee, and may be revised by Council as needed (amendment requirements will be articulated in each document).

(1) Articles of incorporation or similar document as required based on form of entity

(2) By-laws

viii. Advisory Council

An Advisory Council, to be composed of alumnae with particular expertise or experience and former Council members, will be considered. The Advisory Council would be available to the Council (the decision-making body) for consultation, feedback, and advice. The Advisory Council also may be called upon to lead special projects, and can serve as a pipeline for future Council members.
2. **Operational Considerations**

   a. **Tax status**

      i. 501(c)(3) status to be considered:

         (1) Permits contributions to organization (both direct dollars, and indirect expenditures made on behalf of organization) to be exempt from taxes

         (2) Permits somewhat more relaxed organization

         (3) Requires particular governance structure

         (4) Requires particular annual reporting requirements (state and federal)

   b. **Chapters**

   The Council will develop recommendations on Chapter formation (both for regional chapters and chapters that form on the basis of identity or common interests). The national organization will encourage chapters to work through local Yale associations/clubs/interest groups, when appropriate, e.g., to piggyback on website and event infrastructure. The chapters working committee will develop guidelines for recognition as a Chapter affiliated with the national organization, degree of oversight desired and any reporting requirements.

   c. **Political Activity**

   Note that YaleWomen cannot be an “action organization” and obtain or retain 501(c)(3) status. That is, the organization “may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates.”

   d. **Operations**

      i. Day-to-day operations

         (1) At least initially, we will be a volunteer-run organization, with no full-time staff

         (2) Continuing support from an AYA staff liaison (e.g., leadership development and support, some event registration and program assistance for major events held in partnership with the AYA, and ongoing assistance as part of the SIG-support structure)
(3) Leverage partnerships with campus organizations, other SIGs, Yale clubs and classes to sponsor and organize activities, projects, and events

(4) Develop website, communications and event management tools, and social networking capability

ii. Financial considerations (see Financial Sustainability section, below)

iii. Liability. Yale’s risk management office offers liability insurance coverage for recognized alumni/ae groups. Currently, SIGs are not explicitly covered but work is being done to effect an official recognition process that would then permit extension of the coverage

3. **Financial Sustainability**

   a. *Support from AYA*

      i. Continuing part-time AYA staff support

      ii. Access to marketing and public relations expertise in the Yale/AYA administration, with work carried out by volunteers, to develop branding and marketing concepts, launch initial and ongoing public relations and marketing campaigns, delivered electronically, or as otherwise needed, to the broad community of Yale women

      iii. Use of an online tool/website template, in addition to the existing AYA website

      iv. Support for community or learning programs held at Yale

   b. *Sources of Financial Support*

      i. *Event fees.* Where possible, *YaleWomen* should price events at a premium to help fund the organizational overhead.

      ii. *Contributions.* The organization may ask its members to make contributions to support specific programs or to support the organization’s overhead. A formal dues structure is not recommended for the central organization.

      iii. *Event sponsors.* The organization may invite attendees to become sponsors for certain events, at varying levels of donation, to support the events and the organization. *YaleWomen* may also solicit In-kind and corporate sponsors.
iv. **In-kind donations.** The organization may seek support from national or local businesses and members, including in-kind donations of space, catering and other services, as appropriate.

v. **Corporate sponsors or angels.** *YaleWomen* may seek general support from individuals or companies, including contributions of resources and funds.

vi. **Fundraising.** The organization will develop a fundraising strategy as needed, in consultation with the AYA and Yale Development Office, to support the organization and its major projects and programs.

vii. **Funding from Yale.** In the case of special projects, the organization may seek programmatic support from Yale for activities such as an annual women’s conferences or underwriting for student/young alumnae mentoring.

c. **Strategies to Manage Expenses**

   i. Leverage AYA resources to market events

   ii. Use free, or low-cost email, event management, registration and payment services

   iii. Ask *YaleWomen* to contribute their talent and/or resources to support specific projects or events

d. **Responsibilities of the Finance Committee of the Council**

   i. Monitor the organization’s finances and oversee the work of the Treasurer/bookkeeper

   ii. Make recommendations on financial matters to the Governing Council

   iii. Review projects and events that request financial support from the organization

   iv. Work with the AYA to create a fundraising approach for the organization and its chapters and work effectively with the Yale Development Office

   v. Set guidelines for sponsors. The Council, acting on recommendations of the Finance Committee, must determine the ground rules for sponsorships, including how sponsors may market to *YaleWomen*
vi. Require budgets and financial results for all projects and events supported by the central YaleWomen organization. Review financial results following completion of the activity.