



**YALE ALUMNI ASSOCIATION OF METROPOLITAN
NEW YORK (YAAMNY)
STRATEGIC PLAN**

ELIS ARE COMIN': YAAMNY STRATEGIC PLAN

BOARD ADOPTED VERSION

YAAMNY BOARD OF DIRECTORS
NEW YORK, NEW YORK

SEPTEMBER 25, 2008—SEPTEMBER 24, 2012

EDITED BY M. TRACEY OBER '85

YALE ALUMNI ASSOCIATION OF METROPOLITAN NEW YORK (YAAMNY)

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INTRODUCTION: WHAT IS YAAMNY?

For two decades, the Yale Alumni Association of Metropolitan New York or YAAMNY has represented the largest regional population of Yale alumni, yet few know we exist or what we do. With new energy emanating from New Haven as a result of the 2007 AYA Strategic Plan, we decided to answer the question “What is YAAMNY?” with a strategic plan of our own. We set out to wring an opinion from as many of the 14,000 Metropolitan New York alumni as we could to tease out our core values, focus, and purpose.

In recent years, a revitalized YAAMNY has hosted popular social events and created an interactive website and newsletter through the tireless leadership of a couple of key volunteers. They tapped into a growing and increasingly active membership of primarily younger alumni of both Yale College and the graduate and professional schools. They formed an advisory council that evolved into a small board of directors in early 2008 with elected officers responsible for various aspects of the organization.

Alumni attending YAAMNY events and using the website/newsletter saw YAAMNY as a complement to The Yale Club of New York City, but without the financial and time commitment required for members to support and make use of the grand clubhouse in midtown Manhattan. We felt a hunger for more and varied opportunities for Yale alumni to connect with each other in the metropolitan New York area and to make a difference in the local community and the world at large because of that connection.

Then, when offered planning support through the AYA’s Major Cities initiative, YAAMNY put out an open call to all metro area alumni for a networking cocktail and Q&A brainstorming session in March 2008 that attracted 125 participants from a broad range of college classes and graduate and professional schools. The group heard from the AYA Executive Director about the AYA’s mission to enable alumni to be effective ambassadors for Yale and from YAAMNY’s President and Vice President about current activities. A lively discussion generated excitement and buzz as attendees voiced ideas for the future shape of YAAMNY. They filled out comment cards before they left.

Next, a group of 35 interested volunteers – selected to represent a range of experience and activities – met in Tarrytown, New York, in April 2008, for a strategic planning retreat that cataloged YAAMNY’s current strengths and weaknesses, existing resources and challenges, and potential opportunities and vision.

YAAMNY rode the wave of enthusiasm building from those events to formally establish a Board of Directors, re-establish the organization’s 502(c)3 status, and start on committee work that simultaneously put ideas into action such as creating community service opportunities and continued strategic planning through one-on-one chats with alumni, focus groups, and a population-wide online survey.

Throughout it all, we have been asking ourselves and our fellow metro area New York alumni:

- Why do we do what we do?
- How can we make our community and Yale a better place because we are here?
- How do we reach the broadest range of Yalies and best connect them with each other?



YAAMNY BOARD OF DIRECTORS

Officers

My Luu '96, President

[vacant, Vice President]

Rosa Balestrino '92, Secretary

M. Tracey Ober '85, Treasurer

Members of the Board

Chad Berkowitz '00, Co-Chair of Educational Programs Committee

Jenny Chavira '89, Director for Major Cities (New York & Boston), Association of Yale Alumni

Andrew Burgie '87, Co-Chair of Public Service & Social Justice Committee

Mike Jacobs '95, Director for Alumni Outreach

Audrey Leibovich '97, Co-Chair of Social & Networking Activities Committee

Sibile Morency '05, Chair of Arts & Entertainment Committee

Anne Nakaoka Moss '77, Co-Chair of Public Service & Social Justice Committee

Amanda Taffy '01 MPH, Co-Chair of Public Service & Social Justice Committee

Karin Weiner '93, Co-Chair of Educational Programs Committee

Pam Weinstock '89, Co-Chair of Social & Networking Activities Committee

Former Board Members (in drafting of Strategic Plan)

Marissa Ain '04, Co-Chair of Social & Networking Activities Committee

Ceu Martinez '98 MArch, Co-Chair of Public Service & Social Justice Committee

Alberto Molina '92, President

Aaron Shipp '96, Vice President

John Verrochi Jr. '94 MBA, Director for Graduate & Professional School Alumni Outreach

Lorelei Williams '98, Chair of Educational Programs Committee

Janet Y. Yang '07, Co-Chair of Social & Networking Activities Committee

YAAMNY THROUGH THE AGES

Founders and early officers gave a brief history of YAAMNY from its inception in 1988/89 to the present incarnation at the first strategic planning retreat on April 11-12, 2008, in Tarrytown, New York:

In 1988/89, a group of alumni founded YAAMNY with Jerry Fuchs '63 as president. YAAMNY held events at The Yale Club of New York City with little or no budget.

In the early 1990s, Tom Fiffer '86 led the YAAMNY board. YAAMNY mailed a quarterly print newsletter to thousands of local alumni, and collected dues of \$25 from several hundred members to support numerous events. Reaching out to alumni became prohibitively expensive under that funding model.

In 1995, Amanda Gordon '94 became YAAMNY president. YAAMNY created and sent out an electronic newsletter, mailed from a personal e-mail account. It quickly grew, featuring not only YAAMNY events but other activities involving the Yale community. YAAMNY hosted a lot of events including popular outings to the musical *Rent* (with 100 alumni in attendance) and to *Swan Lake* at Lincoln Center.

In the late 1990s, YAAMNY took a hard look at its longterm sustainability and considered merging with The Yale Club of New York City and implementing a new membership dues structure. YAAMNY lacked the financial resources to keep mailing a printed newsletter and the technical resources for a strong online presence. But it continued to publish an e-mail newsletter and to host well-attended multicultural and multigenerational events like *Jazz at Lincoln Center* (including a reception with Winston Marsalis).

In the 2000s, Alberto Molina '92 developed the YAAMNY.net website and took over as president. YAAMNY focused on providing an online bulletin board of events and postings from the Yale community in New York City while sending out sporadic electronic newsletters.

In 2004/05, YAAMNY appointed My Luu '96 as vice president. She resurrected face-to-face activities, organizing cocktail hours and engaging others who showed an interest in helping out. YAAMNY struggled with a website that needed a better filter because the open, complete access confused visitors and gave alumni too much to choose from. YAAMNY leaders identified the need to create some organization of the website material and also wanted to figure out how to tap into the graduate & professional alumni communities.

In 2007, the AYA launched a Strategic Plan that dedicated staff time and resources for the seven clubs and associations, including YAAMNY, identified under the Plan's Major Cities initiative. YAAMNY began reaching out to recruit new volunteers and undertake its own strategic planning.

In 2008/09, YAAMNY elected a Board of Directors with officers and active committees; held monthly board meetings; consulted alumni through periodic strategic planning sessions, focus groups, and an online survey; sent out a top-quality bimonthly newsletter; organized dozens of events of all different kinds; and drafted and adopted a four-year Strategic Plan.



YAAMNY MISSION

YAAMNY is a volunteer-based nonprofit organization committed to providing opportunities for *all* Yale alumni in the New York metropolitan area to connect and make a positive impact in the community and society at large through a range of artistic, cultural, educational, leadership, professional development, public service, social justice, and social networking activities that tap the treasures of both New York City and Yale University.

YAAMNY CORE VALUES

Community

YAAMNY leverages the individual spirit and talents of Yale alumni to build a vibrant and involved community throughout Metropolitan New York, drawing on all alumni regardless of income, profession, age, ethnicity, religion, sex, sexual orientation, family status, or Yale affiliation.

Creativity & Innovation

We give Yale alumni opportunities to showcase creativity and innovation, and endeavor to employ that same spirit of creativity and innovation throughout all YAAMNY programs and offerings.

Empowerment

YAAMNY provides tools and resources in a climate of openness and inclusiveness for Yale alumni to realize their visions for community engagement, educational enrichment, and public service.

Intellect & Ideas

YAAMNY stimulates and promotes the intellectual exchange of ideas among Yale alumni through a diverse range of artistic, cultural, educational, and public service initiatives.

Leadership & Inspiration

We inspire the greater Yale community through our service as alumni volunteer leaders in Metropolitan New York; and inspire our local alumni to leadership in all aspects of their personal, professional, and volunteer lives.

Public Service & Making a Difference

YAAMNY fosters fellowship among Yale alumni while inspiring and creating public service opportunities in the local community and society at large.

YAAMNY CORE OPERATIONS

- Facilitate and create opportunities for the exchange of ideas, the appreciation of cultural treasures, professional networking and development, and lifelong learning;
- Support and develop opportunities and programs for our membership to serve our communities and the public interest;
- Serve as a point of contact for Shared Interest/Identity Group (SIG)s and other Yale organizations in the New York metropolitan area;
- Maintain an online center for communication and promotions open to all alumni communities in Metropolitan New York and their diverse enterprises and creative endeavors;
- Develop and maintain a robust governance structure through an active and engaged board of directors, committee leadership, and activity management;
- Work with support from the AYA to develop programmatic, operational, and communications initiatives in our continued pursuit of embodying Yale's mission in the metropolitan New York area.

GOAL ONE

Promote a sense of community for *all* Yale alumni in the New York metropolitan area, through a commitment to inclusiveness, diversity, and broad opportunities for engagement with Yale University and each other

Strategy 1.1: Acknowledge and connect up with shared interest groups and other Yale alumni networks

Yalies find common ground and naturally “click” when they get together, particularly if they meet around a shared interest or activity, or within a shared professional context or identity group. YAAMNY should strive to facilitate these meetings wherever and whenever possible.

Projects for the next four years [measured by number/variety of partners]

- 1.1.1 Create comprehensive list of existing alumni groups and networks in New York metropolitan area. With their permission, post to website (www.yaamny.net) with contact information, updated by each organization, and with a reminder sent periodically from YAAMNY. [Y3 (Communications)]
- 1.1.2 Pick five groups a year and form some alliance with each through board liaison, co-sponsorship of activity, link on website, and/or invitation to YAAMNY committee or event. [Y1-4 ML (President)]
- 1.1.3 Partner with established SIGs to share ideas, co-sponsor activities, and piggyback on boards and committees through liaison members. Assign Board members to act as liaisons with specific SIGS. [Y1 ML (President)]

Strategy 1.2: Develop activities and programs that appeal to wide range of interests

YAAMNY should seek out sustainable, quality programs and activities that cover as many bases as possible: younger, older, middle-aged; working, freelance, or not working; families or no kids; single or partnered up; all sexual orientations; all ethnic/racial/religious groups; a wide range of intellectual & professional interests, outside interests, volunteer interests, and embracing alumni from all Yale schools and degree programs, and living in all boroughs of New York City, plus parents, spouses, and friends.

Projects for the next four years [measured by number/variety/location of sustainable activities]

- 1.2.1 Empower and enable groups of Yale alumni with similar interests to meet one another on a regular basis with a specific purpose. Apart from unstructured happy hour cocktail parties, YAAMNY will analyze recurring posts to the website and use survey/focus group feedback to foster interested volunteers to create such focused groups as:
 - a. theater outings [Y2 SM (A&E)],
 - b. sports and outdoor activities [Y2 MJ (Outreach)/ML (President)],
 - c. language tables [Y3-4],
 - d. speed dating/networking [Y2 AL (Networking)],
 - e. wine/cheese tasting [Y2 PW (Social)],
 - f. casual dinners in rotating locations [Y2 PW (Social)].
- 1.2.2 Launch a task force of alumni with families to determine what programs are desired and develop family-oriented initiatives accordingly. Online survey showed 16 percent interested in family events. Recruit YAAMNY Board/committee members with families. [Y2 MJ (Outreach)]

- 1.2.3 Use feedback from focus groups and surveys to reach out to retired alumni with programming aimed at engaging that population while building cross-generational ties. Recruit retirees as YAAMNY Board/committee members. [Y1 AS/MJ (Outreach-feedback) Y2 AL/PW (Social & Networking-add activities)]
- 1.2.4 Continue to host and co-sponsor with SIGs and other Ivy alumni groups social gatherings and mixers that appeal to alumni from Yale College and all graduate and professional schools. Include name tags to ID Yale graduates by degree/year. Target specific alumni subsets based on age or grad school population at rotating events (e.g. Happy Hour for 90s Alumni). Use YAAMNY banner to facilitate Yale-Yale connections. [Y1-4 AL/PW (Social & Networking)]
- 1.2.5 Create sustainable educational and intellectual programs of various sorts: one-day or multi-day conferences, seminars, lectures, panels, campus trips, etc. Consider a mix of YAAMNY-created events and partnerships with existing venues, SIG events, faculty programs, etc. [Y1-4 CB/KW (Education)]
- 1.2.6 Launch programming that strengthens the Yale community in New York City by stimulating thought and discussion on today's most pressing issues. Provide access to Yale alumni, professors, and other leaders from a broad variety of fields. [Y1-4 CB/KW (Education)]
- 1.2.7 Reach out to graduate and professional school alumni associations and co-sponsor regular professional networking events and social gatherings. Recruit Yale graduate and professional school alumni as YAAMNY Board/committee members. [Y1 ML/MJ (Outreach) Y2 AL/PW (Social & Networking)]

Strategy 1.3: Create and promote participatory communications that energize, engage, and reflect the voice and verve of a diverse population of alumni spread throughout Metropolitan New York

The YAAMNY online community remained robust and active during a fallow period of leadership, indicating that a participatory website can connect Yale alumni with minimal oversight. Interactive communications will continue to be of enormous value in linking up busy New Yorkers to specific events and to each other. The website should be attractive, compelling, and simple to use. Alumni should be easily able to advertise and/or locate activities and opportunities of interest to them. In addition, YAAMNY should offer in-person feedback opportunities (such as focus groups) on a regular basis and continuously explore other social networking sites.

Projects for the next four years [measured by website traffic/number postings/newsletter open rates/number at focus groups/survey results]

- 1.3.1 Extend participatory reach and inclusiveness of online community by offering face-to-face feedback opportunities and report back to population on annual basis: [Y1 MJ (Outreach) MTO (Strategic Plan)]
 - (a) Host quarterly focus groups at rotating locations and times;
 - (b) Collect alumni feedback from online survey;
 - (c) Continue to recruit through one-on-one interviews;
 - (d) Gather data at every event.
- 1.3.2 Explore and utilize other online social networking options like Facebook, Twitter, Linked In, and Listservs. [Y1-2 MA/AL/PW (Social) MJ (Outreach) MTO (Treasurer)]
- 1.3.3 Create task force to review, revamp, and run website with an eye toward keeping and enhancing the most functional and innovative features, removing what doesn't work, and prioritizing additions: [Y1-2 MJ (Website task force)]
 - (a) Ensure use of Yale name and Yale-related logos in compliance with University policies;

- (b) Engage undergrads and/or young (or all) alumni in website and other online community activities through a design contest – sponsored by an established design company ;
- (c) Create blog opportunities and recognize regular contributors;
- (d) Investigate value of website as online destination or “Eli’s List” for alumni classifieds;
- (e) Form strategic partnerships with AYA NYC Listserv, YAAMNY Facebook presence, and other alumni-specific communication portals.

1.3.4 Enhance existing newsletter based on feedback from alumni surveys and interviews. Establish regular schedule of publication and guidelines for highlighted events and contributions from both Board directors and at-large website postings. [Y1-2 ML (President) JC (AYA)]

Strategy 1.4: Establish and promote YAAMNY brand

YAAMNY board directors and other aficionados have learned to draw a big breath and rattle off the full and fully awkward name of the organization. In addition, we have become comfortable defining ourselves in terms of what we do and whom we serve, rather than what we are not, specifically, that we are not The Yale Club of New York City with the beautiful building on Vanderbilt (although, as we quickly point out, we encompass Yale Club members who reside/work in Metropolitan New York and offer opportunities that supplement and complement those provided by The Yale Club of New York City). We offer a lot and could reach one of the world’s most, if not the most, dynamic, yet underserved populations of Yale alumni. We need to boil that elevator speech down to one line with a clean, clear graphic and make sure every Yale graduate living in the City or just passing through knows who we are and where to connect with us.

Projects for the next four years [measured by published documents]

- 1.4.1 Brainstorm statements on Mission and Core Values and rework as necessary. [Y1 MTO/Board (Strategic Plan)]
- 1.4.2 Create logo and taglines based on revised Mission and Core Values statements – perhaps through YAAMNY-wide “contest” with initial Board selection, public online voting (like *The New Yorker* cartoon caption contest), and appropriate “prize” and recognition. [Y1 MJ/Board (Outreach-Logo)]
- 1.4.3 Set up public relations strategy to market YAAMNY to alumni and potential financial, educational, and service project sponsors. Develop one-pager “About YAAMNY”, create business cards, collect marketing data from event attendees and systematically follow-up. [Y2 MJ (Outreach) AB (Public Service) MTO (Treasurer) RB (Secretary) JC (AYA)]
- 1.4.4 Define YAAMNY brand event for newsletter and website: what does it look like, what special promotion does it get, why should alumni be interested, and how do we recognize it. [Y1 MJ/MTO (Best Practices/Strategic Plan)]
- 1.4.5 Publish YAAMNY Annual Report as online PDF with highlights, events, community service activities, work of committees, pictures, testimonials, alumni profiles, financial accounting, statistics on attendance and website traffic, and opportunities for engagement. [Y2-4 ML/MTO (Communications)]

GOAL TWO

Provide Yale alumni with opportunities to share their gifts, talents, and passions in service to Yale, Metropolitan New York, and the world

Strategy 2.1: Develop range of service opportunities on a regular basis in Metropolitan New York

YAAMNY embraces Yale's long tradition of public service by providing volunteer opportunities that range from shorter to longer time commitments and that encompass various levels of expertise.

Projects for the next four years [measured by number of events produced/partnerships established]

- 2.1.1. Establish a public service and social justice committee made up of area alumni with a commitment to community service. [Y1 AT (Public Service)]
- 2.1.2. Develop partnerships with New York area social service organizations, with a focus on those with Yale alumni connections, such as alumni board members or staff. [Y1 AT/CM/ANM/AB (Public Service) RB (Secretary)]
- 2.1.3. Create monthly volunteer service activities and other social justice projects. [Y1-2 AT/CM/ANM/AB (Public Service)]
- 2.1.4. Join Yale Day of Service and develop 800 one-day volunteer opportunities in cooperation with Yale Club of New York and Yale Club of Queens. [Y1 AT/CM (Public Service)]
- 2.1.5. Explore joint venture service or social justice projects with other Yale clubs or associations. [Y1 AT/KW (Social Justice)]
- 2.1.6. Promote AYA's service tours through YAAMNY's publicity channels and networks of volunteers. [Y2 ANM (Public Service)]

Strategy 2.2: Create core volunteer network

The most effective way to create community is through engagement of alumni in activities and programs that they help develop. YAAMNY should actively recruit volunteers by offering concrete, specific opportunities with a variety of clear commitments in terms of time, talent, and treasure.

Projects for the next four years [measured by number of volunteers/opportunities]

- 2.2.1. Actively seek out and recruit potential alumni leaders in metro New York to join the YAAMNY Board of Directors or Advisory Council, offering a clear set of roles and responsibilities with term limits, a transparent nominating and election process, and development opportunities through retreats, workshops, and AYA Assembly attendance. [Y1-2 ML (President) AS/MJ (Outreach) JC (AYA)]
- 2.2.2. Establish committees led by Board members to focus on YAAMNY operational areas. Promote committee opportunities at all activities and in a prominent place on the website with easy contact or sign up information and links to pages describing current openings and tasks. [Y1 ML (President) JC (AYA)]
- 2.2.3. Brainstorm ideas and incorporate input from Board retreats, focus groups, alumni survey, and one-on-one interviews to update Strategic Plan and keep YAAMNY sustainable [Y1 MTO (Strategic Plan)]

- 2.2.4 Add a “Get Involved” button to website and newsletters with a link to an interactive page of volunteer opportunities. [Y1-2 MJ] (Outreach) JC (AYA)]
- 2.2.5 Offer an annual volunteer celebration event with special recognition and awards for outstanding service. [Y1-2 ML (President) JC (AYA)]
- 2.2.6 Put together a YAAMNY Board Orientation Kit with outlines of best practices, director bios, bylaws, committee descriptions, event instructions, etc. [Y1 MJ] (Outreach)]

Strategy 2.3: Develop sustainable financial model and robust governance structure

To build trust and ensure sustainability, YAAMNY should establish transparent and viable governance and funding structures based on the values established in our statements of Mission and Core Values.

Projects for the next four years [measured by documentation/income produced]

- 2.3.1 Set regular, monthly meeting schedule for Board of Directors, keep meeting minutes, and include regular reports by officers and committee chairs. [Y1-4 ML (President) RB (Secretary)]
- 2.3.2 Solicit annual goals from Board and follow up to help Directors achieve goals. [Y1-4 ML (President)]
- 2.3.3 Establish clear and compelling bylaws with policies on Board succession, etc., to ensure future viability. [Y2 ML (President) RB (Secretary) MTO (Treasurer)]
- 2.3.4 Establish a transparent and accountable budget process for officers and committee chairs. [Y2 MTO (Treasurer)]
- 2.3.5 Set up system of corporate sponsorships for in-kind donations of catering, event locations, raffle items, etc. in exchange for publicity and promotion through YAAMNY publications. [Y2 RB (Secretary)]
- 2.3.6 Develop fundraising strategy through Board and member annual appeal, partnership relationships, sponsorships, and event fees. [Y1-2 MTO (Treasurer)]
- 2.3.7 Develop guidelines for event fees [Y1-2 RB (Secretary) MTO (Treasurer)]

Strategy 2.4: Create opportunities for alumni to visit, contribute to, and feel part of the campus in New Haven, in turn enriching the campus with uniquely-talented alumni

YAAMNY, with its proximity to New Haven and access to a pool of unusually talented and accomplished alumni, can serve the campus community and in turn help alumni feel connected to the student body, the faculty, and Yale’s rich resources.

Projects for the next four years [measured by number of students contacted/partnerships created/events produced]

- 2.4.1 Partner with New York City’s various Alumni Schools Committees to provide avenue for service through work with Yale’s Office of Undergraduate Admissions. [Y2 MJ] (Outreach) JC (AYA)]
- 2.4.2 Organize road trips to New Haven for concerts, art exhibits, sports events, etc. with an opportunity for students and alumni to meet and interact. [Y1-4 (Education/A&E/Public Service)]

- 2.4.3 Invite Yale professors to New York to lecture and share ideas at seminars, luncheons, and other alumni events; and reciprocate with alumni as guest lecturers, critics, artists, fellows, etc., in New Haven. [Y1-2 CB/KW (Education)]
- 2.4.4 Partner with Dwight Hall, Bulldogs program, and AYA Community Service Summer Fellowships to offer student internship and volunteer service opportunities. [Y1-4 (Education/Public Service)]
- 2.4.5 Create outreach plan, possibly in partnership with Undergraduate Career Services, to connect with current students, including G&P students, who are studying or working in New York City in the summers. [Y1-2 AL(Networking)]

Strategy 2.5: Leverage alumni networks including in existing nonprofit entities and for-profit corporations toward common goals to make the world a better place

To borrow a mission statement phrase from our fellow alumni in DC, we as Yale graduates have the power, ability, and obligation to transform the world around us for the better. YAAMNY can and should make that happen for Metropolitan New York alumni through encouraging out-of-the-box ideas, fostering unusual or uniquely Yale connections among alumni, and offering opportunities for brainstorming and exchange of ideas.

Projects for the next four years [measured by number of partnerships created]

- 2.4.1 Encourage connections among Yale alumni in all arenas of Metropolitan New York, including politics, finance, arts, science, philanthropy, academia, religion, community organizations, etc. to facilitate their ability to build the relationships that will benefit society. [Y1-4 (All Committees)]
- 2.4.2 Consider creating a Yale United Nations based on U.N. being in New York City and develop similar U.N.-inspired exchange programs but among Yale alumni and Yale clubs and associations abroad. [Y2 MRD (AYA-GALE)]
- 2.4.3 Leverage New York City's tradition of philanthropy and a Yale-heavy nonprofit board presence to look at establishing some kind of Yale artistic or intellectual presence in New York, possibly by funding and developing a space for a Yale writers group, artists' collective, and/or pursuit of scholarship library. [Y3-4 (A&E/Education/Public Service/Treasurer)]

GOAL THREE

Meld the creative energy, drive, and cultural richness of Metropolitan New York with Yale's tradition of intellectual excellence, public service, and leadership in the world

Strategy 3.1: Catalog wealth of opportunities and range of alumni in New York City

A world power and cultural treasure, New York City stands unique among other Yale alumni locations as where the best of the best gravitate in all stages of their careers. While near New Haven's rich resource of students and faculty, New York City also serves as a hub with access to the rest of the world. YAAMNY can offer a solid base to connect transitory alumni like tourists, business travelers, new arrivals, etc., as well as providing an entrance to New York City's wealth of opportunity marked by its inhabitants who are outstanding in almost every area of human endeavor.

Projects for the next four years [measured by number of alumni contacted/events produced/documents published]

- 3.1.1 Seek out alumni with expertise in different areas, building a network of YAAMNY sources willing to share their expertise in exchange for access to our vast pool of talented, interested alumni. [Y2 RB (Secretary) CB/KW (Education)]
- 3.1.2 Create a uniquely YAAMNY welcome kit for New York City for recent graduates from all Yale schools and newly arrived alumni of all stages of career. Kit would include specific contacts, clear directions on how to make connections, a list of things to do in the City, and invitations to join YAAMNY committees and activities. [Y1 MJ (Outreach)]
- 3.1.3 Develop two to four events and activities per year that provide unique Yale access. For example, behind the scenes at a Broadway show, locker room visit at the Knicks, or exclusive tour of MoMA. [Y1-4 SM (A&E) AL/PW (Social & Networking)]
- 3.1.4 Position YAAMNY as a first stop or gateway (website plus printed) for Yale alumni living in or visiting Metropolitan New York and offer pages and/or links to all other Yale or Yale alumni organizations, SIGs, events, activities, etc. [Y3 Communications]

Strategy 3.2: Foster theater & arts initiatives

YAAMNY should capitalize on New York City's prominence and dominance in the arts and Yale's own position as leading arts education with four top-notch graduate schools in art, drama, music, and architecture.

Projects for the next four years [measured by number of partners/events produced/opportunities published]

- 3.2.1 Offer programming for both creators-of-art and consumers-of-art, working with other alumni groups like the Yale Alumni Chorus, alumni associations of the graduate arts schools, as well as the Creative Yale Alumni Network (CYAN), and the nascent Theater Arts Initiative SIG. [Y1-2 SM (A&E)]
- 3.2.2 Facilitate connections among Yale alumni artists and those who would like to attend Yale-quality performances, shows, exhibits, and events by posting these types of events on the YAAMNY website and in the newsletter. [Y1 SM (A&E) JC (AYA)]
- 3.2.3 Create database/list of Yalies involved in arts or interested in arts programming. Recruit two new committee members. [Y2 SM (A&E)]

- 3.2.4 Organize at least one YAAMNY activity per month in diverse areas of theater & arts. [Y1-4 SM (A&E)]

Strategy 3.3: Create stronger cross-generational ties

New York City vibrates with a creative energy that attracts the best and brightest from all over the world and at all stages of their careers. YAAMNY should strive to facilitate networking and professional development connections among alumni.

Projects for the next four years [measured by number of events/internships]

- 3.3.1 Develop young alumni events to set up strong networks and tradition of alumni engagement. [Y1-4 AL/PW (Social & Networking)]
- 3.3.2 Tap into New York City's well-established tradition of networking and club mentality to facilitate regular encounters but broaden it to include diverse populations. [Y2 ML (President)]
- 3.3.3 Encourage the establishment of internships and act as a resource for alumni offering and seeking internships, working in partnership with Undergraduate Career Services. [Y3 AL (Networking)]
- 3.3.4 Launch mentor program that would act like Big Brother/Big Sister in facilitating one-on-one relationships between retired alumni and recent graduates; also catalog and facilitate contact for existing cross-generational networks. [Y2 AL (Networking)]

Strategy 3.4: Provide link to all Yale activities and education opportunities in Metropolitan New York

Lifelong learning through Yale-caliber educational and intellectual opportunities consistently rates as of highest interest among alumni surveyed by YAAMNY. Given the proximity of Yale to New York City and the concentration of top-notch schools located here, we should leverage access to their programming and professors. In addition, we should facilitate encounters with the plethora of top-level talent who passes through.

Projects for the next four years [measured by number of partners/opportunities published]

- 3.4.1 Create system for automatic input on items like professor visits, student concerts, sports events, etc. [Y2 JC (AYA) MJ (Website)]
- 3.4.2 Partner with campus departments and groups that are seeking access to alumni or wish to have a presence in New York City. [Y2 CB/KW (Education) AT/ANM/AB (Public Service) SM (A&E)]
- 3.4.3 Encourage alumni to post news of conferences, seminars, classes, and all education offerings with public or alumni-only entrance available. [Y3 CB/KW (Education)]