Today

is

Tomorrow, everything will be different
A new campus for business education rises on Whitney Avenue
Genome analysis advances cancer treatment
Louis Kahn’s vision for the Art Gallery is restored
West Campus marshals forces for biomedical discovery
Art meets science in the Institute for the Preservation of Cultural Heritage
Architecture is “hands-on” in the community

Global Health Initiative raises the bar on public health worldwide

Poetry and Pre-history is just one of forty freshman seminars

Morse and Ezra Stiles cap residential college renovations
Yale Bowl is restored to glory

Jackson Institute expands the international curriculum

The world’s best students vie for a tuition-free music education

Collaborative learning unfolds in Bass Library
Gruber Fellowships advance science, justice, and women’s rights
Divinity tackles the ethics of environmental sustainability
Students convene in Yale’s greenest building
Emerging playwrights find a creative haven
Greenberg Center hosts world leaders

Undergraduates learn through original research

Yale 100 visits China

Campus has a new corner
Art history finds a modern home on York Street

Students engage people and ideas abroad

Sackler Institute spans biology, engineering, and physical sciences

Qubit heralds age of quantum computing
Yale Tomorrow campaign raises $3.886 billion
In 2006, when we publicly launched the Yale Tomorrow campaign, we asked you to take “the dare of the future” — not only to celebrate the extraordinary things this University has come to be, but also to imagine what more we could accomplish in the coming decades as a world leader in teaching and research. We focused on four priority areas — the College, the Arts, the Sciences, and the World — with an aim to augment Yale’s formidable strengths in lasting ways.

Today, your gifts have paved the way for new excellence in areas that dominate the landscape of the twenty-first century. Financial aid opens a Yale education to more students than ever. We have a new culture of travel and study abroad. Our museum collections are more accessible, our scientists are on the front line of discovery, and our faculty have new ties to China, India, and beyond. The years of striving and imagining have only fed Yale’s innovative spirit, so that we can discover and contribute more tomorrow.

Yale Tomorrow was conceived as a University-wide campaign: one that could create new opportunities across every school, program, and collection. In these pages, we will explore a sampling of the ways that Yale has grown in all these areas and is poised for new accomplishments. I am deeply grateful to everyone who made the Campaign such an unprecedented success.

Richard C. Levin ’74 Ph.D.
President, Yale University
December 2011
What was raised

Cumulative Campaign Giving

The Yale Tomorrow campaign closed at $3.886 billion, or 11 percent ahead of its $3.5 billion goal and 29.5 percent ahead of its original $3 billion goal.
In July 2004, the University initiated the Yale Tomorrow campaign, seeking to raise $3 billion in support of its academic mission. During a twenty-seven month “silent” phase, supporters contributed $1.309 billion toward the Campaign’s nucleus fund. On September 30, 2006, Yale launched the five-year public phase of the Campaign. Donors continued their generous support, sustaining annual totals well above the projection of funds needed to meet annual targets, even after the goal was revised to $3.5 billion in 2008.

In the seven years prior to the Campaign, new gifts and pledges to the University averaged $285 million each year; across the seven years of the Campaign, this figure rose to an average of $555 million, despite declines in the two years following the 2008 global financial crisis. The final year of the Campaign saw a record $862 million in giving, exceeding the previous all-time record by $259 million.

Following a 24.6 percent decline in the endowment in 2008–2009, it was especially important that annual cash totals remained high. Including gifts, pledge payments, gifts-in-kind, and matching gifts, they averaged $422.2 million during the seven years of the Campaign, reaching a high of $585 million in 2011. This infusion of cash was vital to Yale’s continued growth during a period of significant budget constraints.

Yale Tomorrow concluded on June 30, 2011, at $3.886 billion, exceeding its increased goal of $3.5 billion by a full 11 percent.

### Campaign Giving

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<thead>
<tr>
<th>Category</th>
<th>Donors</th>
<th>Amount</th>
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<tr>
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<td>106,974 donors</td>
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<td><strong>Total</strong></td>
<td>112,856 donors</td>
<td><strong>$3.886 billion</strong></td>
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Annual Campaign Totals

- Pre-Campaign Annual Average = $285.2 M
- Campaign Annual Average = $555.1 M

Figures reflect totals as of June 30 each fiscal year | Totals are shown in millions of dollars

*Campaign early commitments

Annual Cash Totals

- Pre-Campaign Annual Average = $271.7 M
- Campaign Annual Average = $422.2 M

Figures reflect totals as of June 30 each fiscal year | Totals are shown in millions of dollars
**BROAD AND GENEROUS SUPPORT**

Yale has long been distinguished by the extraordinary level of support provided by alumni, parents, and friends; during Yale Tomorrow, contributions from individual donors reached $3.15 billion, or 81 percent of the Campaign total. Giving was consistently strong across all levels.

Donors provided $212 million to the Yale Alumni Fund, averaging $30.3 million in annual gifts per year over seven years. This immediately expendable funding was a vital resource for the University, supplying an income stream to the operating budget equal to the payout of $606 million in endowment. The number of donors contributing a leadership annual gift of $10,000 or more grew by 63 percent during the Campaign.

Nearly 2,500 donors made gifts to the University of between $100,000 and $5 million, providing $1.38 billion or 36 percent of the Campaign total.

Corporations and foundations contributed $594 million, or 15 percent of the Campaign total. Prior to the Campaign, corporation giving averaged $12.7 million each year, a figure that grew to $23 million during the seven-year Campaign period. Average foundation giving grew from $39.9 million to $61.9 million, reflecting a steady and lasting increase in support from these institutional donors.
The Campaign had a substantial impact on Yale’s long-term financial stability, with 40.4 percent of total giving—$1.571 billion—directed to the endowment. Donors created sixty-nine professorships in disciplines spanning the University, and $277.3 million was directed to financial aid endowment. These funds will support Yale’s teaching and research in perpetuity.

The full impact of these gifts is best appreciated in terms of their growth over time. In 1950, Yale’s endowment was $132 million. Without subsequent gifts, if that $132 million grew by each year’s investment performance and decreased by each year’s spending, the endowment would be worth roughly $4.4 billion today. Adding gifts since 1950—and the investment performance on those gifts—leads to the actual endowment value of $19.4 billion reported as of June 30, 2011.

Similarly, an endowed scholarship valued at $100,000 in 2001 would have grown to $263,000 in 2011, a performance well above the mean of the broad universe of colleges and universities. Such growth does not come in an uninterrupted fashion, as evidenced by an investment loss of 24.6 percent in 2009, but careful management led to gains of 8.9 percent in 2010 and 21.9 percent in 2011. Over the past twenty years, the endowment returned an annualized 14.2 percent, placing the University’s investment performance in the top rank of institutional funds.
What was accomplished

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<th>The College</th>
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<td>The World</td>
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The College

Supporting Students

In August 2011, the Class of 2015 passed through Phelps Gate and into a Yale enlivened by a record-breaking capital campaign. They arrived at a campus that a returning visitor would easily recognize but that is also new — greater in size, dotted with new and renovated buildings, and equipped to support new research and scholarship.

The students themselves reflect the differences: the Class of 2015 was selected from the largest, most diverse applicant pool in Yale’s history. From New Haven, Connecticut, to China, they represent forty-nine states and fifty-six nations. Nearly 59 percent of these freshmen receive financial aid from Yale, and across all four classes, the figure is almost 58 percent, with an average award of $37,800 per year. Upon graduation, these same students can expect to carry less than $10,000 in debt on average, compared to a figure of over $25,000 nationwide, reflecting Yale’s commitment to making education accessible for all admitted students.

Roughly half the funding for these young scholars is provided by the Yale endowment. During Yale Tomorrow, donors added $118.8 million for undergraduate financial aid, which will generate nearly $6 million in scholarship support each year. This funding is vital: for 2012, the demand for financial aid reached $117 million, up from $62 million just four years ago when 43 percent of undergraduates needed assistance.

New Teaching

Opportunities open to today’s students are different, too. With Campaign support, the Faculty of Arts and Sciences has grown by over 100 members in the last ten years, to 709 today. The student/teacher ratio in Yale College is now 5.4 to 1, and three-quarters of classes enroll fewer than twenty students, ensuring ample teaching resources across the humanities, social sciences, arts, and sciences. Students also benefit from a new dean of freshman affairs and from the presence of resident fellows on Old Campus. Donors supported instruction in writing, languages, and quantitative reasoning skills. The Brill Journalism Initiative funded new courses as well as internships at newspapers and magazines, and Yale College now offers a major in environmental studies, plus new undergraduate courses taught by faculty members in Forestry and Law.

The Campaign also supported an increase in small group teaching and one-on-one mentoring. Moving forward, students will have access to more freshman seminars, more hands-on learning, and more opportunities to conduct original research.

New Strengths from Science to Art

A goal of the Campaign was to sustain initiatives that attract and educate student scientists. Donors have helped to fund curricular reform, the addition of scientific equipment,
and new facilities. These resources have elevated Yale’s reputation for science education and raised the number of science majors.

The Campaign also supported greater opportunities for Yale College students in the arts. Since 2009, a new associate dean for the arts has worked to make art more accessible to undergraduates, tapping the professional schools to increase the number of art classes and identifying new arts internships. Donors established funds to attract visiting artists from around the globe, while supporting exhibitions, publications, and special programs. Efforts to digitize and share collections have brought art into the classroom, and Yale University Art Gallery will soon host rotating exhibits that are thematically connected to coursework.

A GLOBAL PERSPECTIVE
In the global arena, the Campaign’s greatest impact was the rise of undergraduate international experiences. Some 1,400 undergraduates worked, studied, or conducted research abroad in 2011, compared to just 400 students in 2005. Yale’s International Summer Award program provides need-based funding for these experiences. Donors have been generous in funding these awards, adding to the Fox Family Fellowships, the Richard U. Light Fellowships, and establishing other funds so that students on financial aid can also have an international education. Donors also helped to fund placements in academic programs, volunteer positions, and internships.

BEYOND THE CLASSROOM
The Campaign also supported Yale’s robust extracurriculum. There are new resources for the four cultural centers, funds for student performances, and new support for Dwight Hall. The William C. Ford Club Sports program fully funds nearly fifty teams from ice hockey to ultimate frisbee, and varsity sports are thriving with new facilities and endowed coaching positions for football, squash, cross country, and track and field.

Facilities in Yale College

Renovations
- Calhoun College
- Davenport College
- Jonathan Edwards College
- Morse College
- Silliman College
- Ezra Stiles College
- Trumbull College
- Cullman-Heyman Tennis Center
- David S. Ingalls Rink

New Construction
- Robert M. Arnold Hall (Davenport College)
- Anne T. and Robert M. Bass Library
- Kenney Center and Jensen Plaza at Yale Bowl

New Facilities, Community Resources
- Thomas E. Golden, Jr. Center
- Rose Center
The Arts

STUDENTS AND FACULTY
The arts had a prominent place in the Yale Tomorrow campaign, reflecting a long tradition of teaching, practice, exhibition, and performance at Yale. The Campaign was widely embraced as an opportunity to enhance the University’s dynamic arts scene with support for the artists and their work.

Early in the Campaign, a landmark contribution from Denise and Stephen ’59 Adams transformed the School of Music with full tuition remission for all students, faculty enrichment, and resources for new programmatic ventures. The gift strengthened and affirmed the School’s status as an international leader. Indeed, improving financial aid was a priority across all four arts schools, and donors contributed a further $2.9 million for music fellowships as well as $19.9 million in financial aid endowments for Architecture, Art, and Drama, encouraging talented students to study at Yale and to remain in the arts after graduation.

Donors also supported a larger arts faculty, with new permanent faculty members, visiting practitioners, and more joint appointments between the schools and departments in the Faculty of Arts and Sciences. These scholars and artists have enabled Yale to expand programs in the professional schools as well as undergraduate art instruction.

FACILITIES AND PROGRAMS
Among the most visible impacts of the Campaign is the extensive renovation of Yale’s art, architecture, and music facilities. A spectacularly renovated and significantly expanded Yale University Art Gallery, a renovated architecture building, a new arts library, and a new art history building are part of a robust, integrated campus for the visual and performing arts. Renovations to Leigh Hall have strengthened the music campus. Equipped with the latest technology, these new and renovated buildings well serve the professional schools and their programs. They also help to meet the teaching needs of the Graduate School and Yale College, and they provide high-quality studio and practice space.

Donors have further energized the arts by supporting the creative process in a context that blends scholarship, craft, and a cosmopolitan sensibility. In the School of Architecture, for example, the Vlock First Year Building Project combines the study of urbanism with a design competition and construction of a home in a New Haven neighborhood. Gifts have also strengthened the School’s international travel program and its annual summer Rome seminar.

In what President Levin called a “direct investment in the future of the American theater,” the School of Drama and Yale Repertory Theatre have launched the Yale Center for New
Theatre with support from the Robina Foundation. The Center commissions new plays, supporting established and emerging playwrights through residencies, readings, workshops, and full productions. The Center has a growing impact on regional theater as well, with funds to mount new plays around the country.

**SUPPORTING WORLD-CLASS MUSEUMS, GALLERIES, AND COLLECTIONS**

The Yale Tomorrow campaign has coincided with a period of dramatic change in the way that collections of every kind are studied, preserved, and shared. Donors have been strategic in their support of Yale’s museums and galleries, so that collections today are not only larger, but also better understood, more secure, and more openly available to faculty, students, and the public.

The Institute for the Preservation of Cultural Heritage was established to advance this new paradigm. Located on West Campus, the Institute is providing tools and expertise to conserve and study holdings of the University Library, Yale University Art Gallery, the Yale Center for British Art, and the Peabody Museum of Natural History. Equally important, scientists and curators within the Institute aim to make Yale a global center for the preservation of cultural treasures—including books, artwork, and artifacts as well as natural specimens—held in collections around the world.

Other contributions have helped to open the collections to researchers and educators. The Access to Digital Assets project brings virtual art and artifacts to teachers and students on campus and scholars worldwide. And a new education center in Street Hall will make the Art Gallery’s holdings accessible in Yale classrooms as well as in New Haven’s K–12 schools.

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**Facilities for the Arts & Collections**

**Renovations**
- Leigh Hall (School of Music)
- Paul Rudolph Hall (School of Architecture)
- Yale University Art Gallery

**New Construction**
- Robert B. Haas Family Arts Library
- Loria Center for the History of Art (Department of History of Art)
BRINGING THE BEST OF SCIENCE AND MEDICINE TO YALE

In the past decade, Yale has accomplished a dramatic expansion of its scientific and medical research programs. As an institution, Yale was well situated for growth in these areas, with faculty and students already at the forefront of emerging disciplines. Campaign contributions have helped to support Yale researchers and clinicians in fast-moving fields like genetics, biomedical engineering, cancer, and nanoscience. Equally important, donors have provided new resources to support the recruitment of leading researchers and students.

In the School of Engineering & Applied Science, a gift from John C. Malone ’63E will endow ten senior positions, and positions have also been added in the Faculty of Arts and Sciences as well as the School of Forestry & Environmental Studies. Seventeen chairs were added in the School of Medicine, and seven endowments were created for the Yale Scholars program, which offers five-year posts for young scientists in the School of Medicine along with $250,000 per year for laboratory costs.

Giving for students has included support for research, travel, and fellowships. The Gruber Science Fellowship Program fully underwrites fifty graduate fellowships in the sciences each year. Such funding will help departments recruit top students, contribute to the success of faculty research, and offer the best training to future generations of scientists.

A SCIENCE REVOLUTION ON WEST CAMPUS

In 2007, Yale leapt at an unexpected opportunity to further transform its programs in the life sciences. The acquisition of West Campus has enabled the University to expand its education and research infrastructure. Scientists working at West Campus have launched advanced instrumentation cores in chemical screening, genomics, RNAi gene knockout, and high-performance computing. Interdisciplinary research institutes have been established in the areas of cancer biology, biodesign, microbial diversity, and chemical biology, and additional institutes are forming around systems biology and energy sciences.

The West Campus facilities have already supported a number of breakthroughs. Thanks to the Center for Genome Analysis, for example, Genetics Department Chair Dr. Richard Lifton in 2009 made a clinical diagnosis for the first time using comprehensive DNA sequencing of all the protein-coding genes in the genome. The information changed the course of treatment and cured a baby boy in Turkey suffering from congenital chloride diarrhea caused by a rare mutation in an intestinal protein.

Today, that spirit of innovation continues. The Center for Genome Analysis and the Institute for Cancer Biology are collaborating with the Smilow Cancer Hospital at
Yale-New Haven to introduce personalized medicine in the war on cancer. And a new partnership linking Gilead Sciences, Inc., the School of Medicine, and West Campus is expected to accelerate the discovery of novel cancer therapies.

**FUNDING RESEARCH ACROSS DISCIPLINES**

Donors have been equally generous in funding research. A new commitment to expand the work of the Kavli Institute for Neuroscience at Yale will help to coordinate nearly 100 neuroscientists in twenty departments to better understand the human brain and nervous system. Gifts have supported the Yale Stem Cell Center, with its sixty-two individual laboratories, as well as interdisciplinary initiatives like Milstein Meyer Center for Melanoma Research and Treatment and the Rudd Center for Food Policy and Obesity.

The Sackler Institute for Biological, Physical, and Engineering Sciences is facilitating new discoveries in the life sciences along with related advances in engineered structures and devices. It promises to bridge the divide typically found among these fields by funding cross-disciplinary graduate fellowships, visiting scholars, an international symposium, and intensive short courses focused on techniques used across disciplines.

**Facilities for Science & Medicine**

**New Construction**

- Kroon Hall (School of Forestry & Environmental Studies)
- Leitner Family Observatory and Planetarium
- Smilow Cancer Hospital at Yale-New Haven
The World

BECOMING AN INTERNATIONAL UNIVERSITY
In May 2006, at the invitation of China’s President Hu Jintao, President Levin led a delegation of 100 Yale students, faculty, and administrators to China. Delegates took part in visits to Peking University in Beijing and Fudan University in Shanghai, interacted with Chinese students and scholars, met with government leaders, and toured major cultural and historical sites. The trip signaled a deepening of ties between Yale and China, which is reflected in student internship programs like Bulldogs in Beijing, executive education programs that bring Chinese government and university leaders to Yale, and major research collaborations such as the Peking-Yale Joint Center for Plant Molecular Genetics and Agrobiotechnology and the Fudan-Yale Institute for Developmental Biology and Molecular Medicine.

The trip also served as an emblem of Yale’s broader mission to become a truly international university. In an era of globalization, Yale educates students to be global citizens, and the faculty pursues answers to some of the world’s most pressing questions. Donors to the Campaign were generous in supporting a broad expansion of Yale’s international role, not just in China but around the world.

PREPARING GLOBAL CITIZENS AND LEADERS
As a result, undergraduate experiences abroad increased by 350 percent during the Campaign, and the University opened its doors to a greater representation of international students. In 2011, there were 58 Chinese students enrolled in Yale College and 250 in the Graduate School. From India, there were 37 students in Yale College and 47 students in the Graduate School. Nearly 500 students came from Europe, 103 students came from Africa, and South America enrolled 110. Financial aid for these students—and others from around the world—has been generously supported, not only enriching the learning experiences available to all students on campus, but also giving Yale an important stake in educating leaders from abroad.

The Maurice R. Greenberg Yale-China Initiative was among the most significant gifts to focus on students, helping to fund student exchange with China and providing core support for the World Fellows Program, which invites promising mid-career professionals from around the globe for a semester of leadership training at Yale. The Initiative also supported construction of the Maurice R. Greenberg Conference Center, a facility designed for international leadership programs.

EXPANDING THE CURRICULUM
The addition of faculty resources was a key Campaign goal, enabling the broad development of Yale’s international curriculum. Giving to the Yale India Initiative funded four faculty positions and led to a substantial expansion of courses related to India and South Asia. Similarly, the Stavros Niarchos Foundation Center for Hellenic Studies now supports a comprehensive program in modern Greek language, literature, and history.
Yale’s professional schools, from Divinity to Art and Forestry to Nursing, also widened the scope of their international scholarship. In the School of Management (SOM), soon to be located in the newly constructed Evans Hall, the Milstein Center for Corporate Governance and Performance was founded to advance the idea that the world’s corporations should better serve society. Yale SOM has convened world leaders on its campus and abroad—from China, Japan, Russia, India, Chile, Mexico, Greece, and the United Arab Emirates, among others—to participate in executive education.

Yale has also invested in interdisciplinary initiatives to protect the global environment, a Law School breaking new ground in the area of human rights, and programs in public health that aim to improve lives around the world.

NEW CENTERS AND PROGRAMS
The flagship of Yale’s global initiatives is the Whitney and Betty MacMillan Center for International and Area Studies. Broad-based and interdisciplinary, the Center offers nineteen degree and certificate programs as well as over 500 lectures, conferences, workshops, and arts events each year. Donors have generously supported faculty positions in international disciplines as well as new research and innovative teaching.

Donors have also funded initiatives like the Brady-Johnson Program in Grand Strategy, which offers its signature, yearlong seminar to students in Yale College, the Graduate School, and the professional schools.

The Jackson Institute for Global Affairs is the new home of Yale’s global affairs major and the master’s program in international relations. Working broadly to expand the coverage of global affairs throughout Yale’s curriculum, the Jackson Institute offers a number of courses that serve all Yale students, many taught by distinguished visiting practitioners drawn from leadership roles in government, business, and the NGO community. In addition, the Institute supports advising, international collaborations, and research.

Since 2009, the Jackson Institute has hosted a landmark Global Health Initiative and in 2011 it launched the Johnson Center for the Study of American Diplomacy, which will focus its work on the Kissinger Archive—over a million papers and artifacts given to the University. The Johnson Center will bring prominent visiting scholars and statesmen to Yale and host an annual conference on international affairs.

Facilities for International Education

New Construction
• Maurice R. Greenberg Conference Center
• Rosenkranz Hall (Department of Political Science/Jackson Institute)
PRINCIPAL PHOTOGRAPHY
Robert DeSanto
Tony Fiorini
Michael Marsland
Harold Shapiro

ADDITIONAL PHOTOGRAPHY
© Peter Aaron/Esto (Greenberg Conference Center)
Richard Barnes (Loria Center, Architecture Gallery)
Ashley Bryant ’08 and Gamal Palmer ’08 (Marcus; or The Secret of Sweet)
Caroline Dewing ’12 (Engineers Without Borders, Cameroon)
Eric Dufresne ’96 (mechanical stresses visualization)
ELTI photo archive (farmers in Panama)
Foster + Partners (Evans Hall rendering)
Louis Kahn building; view of west and north window-walls, 2006.
© 2006 Yale University Art Gallery.
    Photo: Elizabeth Felicella
Joan Marcus (Pop!)
Andrew Pels ’09 MBA (students at Taj Mahal)
The Lab of Professor Robert Schoelkopf (qubit)
Ben Siegel (Ben with children)
Warner Brothers Studios (violinist)
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