

Yale SCHOOL OF THE ENVIRONMENT

IMPACTS

2020 ANNUAL REPORT



Knowledge and leadership
for a sustainable future



Welcome to the Yale School of the Environment!

What an extraordinary year it has been – one filled with accomplishments as well as exceptional challenges. One of our most significant accomplishments was changing our name, as you can see on the cover – on July 1, we officially became the Yale School of the Environment! Our new name accurately communicates the breadth and depth of our scholarship, impact, and mission, and will greatly increase opportunities for our students and faculty, allowing us to advance new national and international partnerships. In recognition of the foundational importance of the School's forestry program, we simultaneously established The Forest School at the Yale School of the Environment, which will provide a compelling platform through which to engage a whole new generation of leaders in forest science, forest management, and conservation.

There has been no greater challenge for all of us than the global COVID-19 pandemic, with struggles and tragedies that impact all. Yale University is well-guided by public health and medical experts, and within our School, our nimble faculty and staff ably shifted to provide top-quality educational and co-curricular experiences for students. This has demonstrated our resiliency – a crucial characteristic for environmental leadership in facing the other substantial challenges of our time.

Over the past year, with your support, we have been able to advance research and education on climate change on several fronts. We launched the Yale Carbon Containment Lab – which seeks to address climate change by developing carbon containment methods that are low cost, safe, and scalable. We will soon be hosting our first Coleman Burke Visiting Professor in Climate Change, a very exciting new program for the School. We also created the new Mobley Family Environmental Humanities program, with the goal of giving students the strong interdisciplinary grounding in science, social science, and the humanities that they will need to build the public and political will necessary to address climate change and other environmental threats.

The pandemic also has reinforced the importance of data science in addressing any public threat, including climate change. One of our top priorities in the year ahead is to build on our emerging strength in environmental data science – developing the tools and training the professionals need to generate the new knowledge to inform a sustainable future.

Finally, strengthening our program in environmental justice is incredibly important to our School and to me personally. While there's still much work to do, it is hard to overstate the significance of the additions of Professors Dorceta Taylor '85 MFS, '91 PhD, and Gerald Torres '77 JD to our faculty. Our students now have the opportunity to learn from two of most renowned scholars in the field, and we, as a School, have an opportunity to build one of the country's strongest and most innovative programs in Environmental Justice.

Although this year has been one in which we've faced substantial challenges, it also has been one in which I have been inspired by our individual and collective resilience. I look forward to continuing the forward momentum, and as always, deeply appreciate your support!



A handwritten signature in black ink that reads "Indy Burke".

Indy Burke, Carl W. Knobloch, Jr. Dean



Dorceta Taylor '85 MFS, '91 PhD, a pioneer in the field of environmental justice, joined the YSE faculty for the 2020–21 academic year.

A Closer Look: Diversity in Environmentalism

In recent months, we've seen an intense, nationwide focus on the pervasive effects of institutional racism. Many of the effects and challenges in the environmental field, however, have been known for years thanks in large part to the groundbreaking work of Dorceta Taylor '85 MFS, '91 PhD. Taylor, who recently joined the faculty at YSE as a professor of environmental justice, has been focusing on issues of diversity, equity, and inclusion within the environmental movement for over three decades. "[This year's] events ... make it impossible for environmentalists to concern themselves only with the trees, flowers, wildlife, fresh air — and not the people and their experiences in the natural and built environment," she said in a Resources Radio podcast.

Finding Common Ground on Soil Carbon

The political will to mitigate climate change by building soil carbon exists globally, but there has been growing controversy over how much carbon can realistically be stored in soil. In a published opinion in *Nature Sustainability*, a group of scientists — including Mark Bradford, professor of soils and ecosystem ecology at YSE — argued that these disagreements miss the point, instead undermining strong evidence for how soil carbon benefits other environmental and agricultural outcomes. "We're trying to build out a solution space centered on the protection and restoration of one of our most important natural resources," says Bradford, who also co-authored a paper in *Ambio* this year that argued for better guidelines for inventorying greenhouse gas emissions.

In FY 19–20,
YSE faculty published

257

articles in

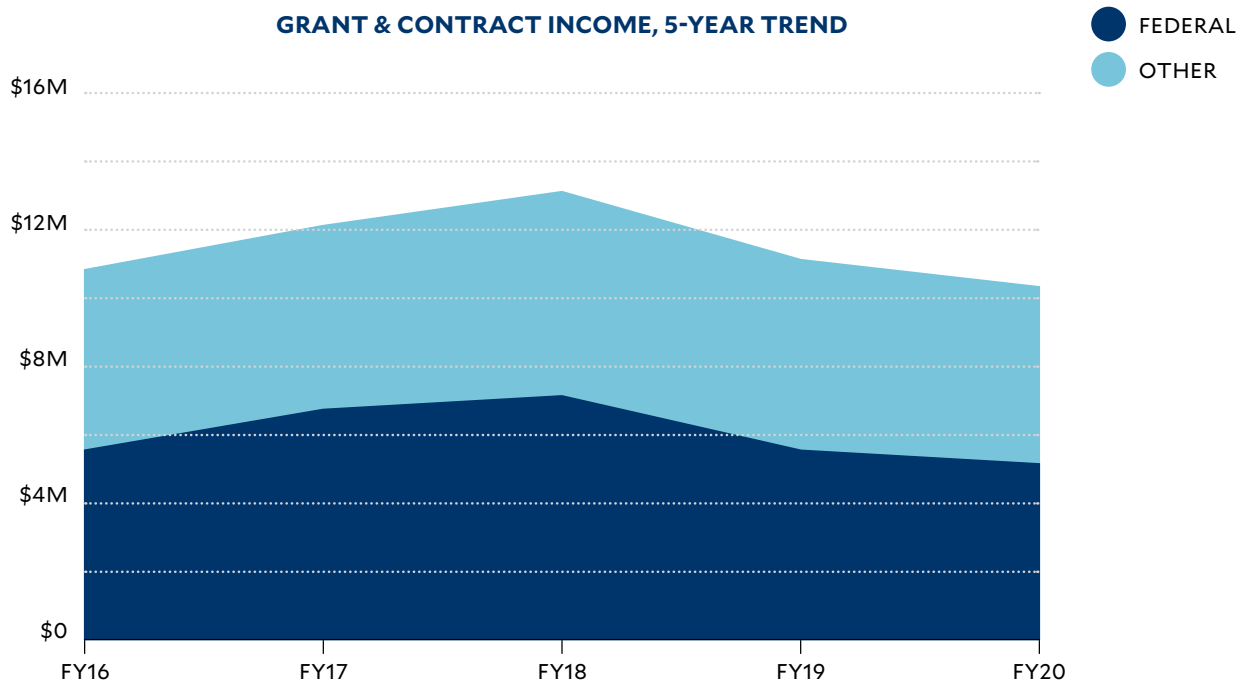
179

academic journals on

80

subjects

GRANT & CONTRACT INCOME, 5-YEAR TREND



AI Merges Food, Water, and Energy Systems

When Yuan Yao arrived at YSE this summer as an assistant professor of industrial ecology and sustainable systems, she brought with her an ambitious ongoing NSF-funded research project. Using artificial intelligence techniques, Yao is trying to predict the most effective uses and the performance of biochar – a carbon-rich product created in the conversion of organic biomass. The goal is to strengthen the sustainability of its usage across the food-water-energy nexus. “Traditionally, agriculture, water, and energy systems are managed independently,” she says. “If we want to achieve a more sustainable and efficient utilization of natural resources, we need to manage them simultaneously and use a nexus approach.”

Accounting for the Value of Oceans

Most countries use Gross Domestic Product, or GDP, to measure economic growth. But one of the shortcomings of GDP is that it doesn’t account for important questions about the role oceans play in the health of many nations. In fact, changes in ocean wealth – the value of all ocean assets – is the most important indicator of whether a country’s ocean economy is sustainable and capable of delivering services for future generations, says Eli Fenichel, who this year was appointed the Knobloch Family Professor of Natural Resource Economics at YSE. Recently, a team led by Fenichel produced a new economic model that would enable governments to better manage their oceans in a sustainable way and, ultimately, enable decision makers to track whether investments are protecting ocean wealth and health for future generations.



James Puerini '21 MF (left) served as a federal wildland firefighter in Oregon for five years before coming to YSE, where he's helped create the Yale Wildland Firefighter Rights Initiative. Also pictured are James' brothers Luke, an ICU nurse, and Andrew, a forester.

New Threat Facing Wildland Firefighters

A few years before coming to Yale, James Puerini '21 MF spent five seasons as a federal wildland firefighter in the forests of Oregon. In addition to the health risks posed by exposure to fire, smoke, and soot, these firefighters now face an entirely new threat: an increased vulnerability to COVID-19. What's more, as they are laid off during the winter months, those doing this often backbreaking and dangerous work, are exposed to these risks without year-round health insurance. To help protect them, Puerini has lobbied federal and state lawmakers to ensure health coverage for these workers and extend subsidized health care coverage into the

offseason. Along with Professor Gerald Torres, he created the Yale Wildland Firefighter Rights Initiative, published an op-ed in the *Los Angeles Times*, and hosted a roundtable webinar for congressional representatives and federal agencies which featured representatives from all the leading advocacy groups in the field. "Many [wildland firefighters] are priced out of an overburdened and underfunded federal healthcare system or essentially have no healthcare options. These workers should not be made to sacrifice more than they already do. Dignity on the front lines should mean that their service will be supported by dependable healthcare," Puerini and Torres wrote in the op-ed. "Don't just cheer wildland firefighters as heroes. Give them affordable healthcare."

Puerini isn't the only YSE graduate who has worked to fight and/or mitigate wildfires. Monte Kawahara '13 MF is a forester with the Bureau of Land Management, fighting wildfires with California's Folsom Lake Veterans' Fire Crew and Alaska's Midnight Hotshots. At YSE, Kawahara was an apprentice forester at Yale Myers Forest and worked with the Ucross High Plains Stewardship Initiative. Also, Matthew Carroll '10 MF, a Doris Duke Conservation Fellow while at YSE, is the assistant fire management officer at North Country Fire Management (NCFM) based in Maine's Acadia National Park. NCFM is the fire management program for the 37 U.S. Fish and Wildlife Service refuges and 22 National Park units in New England.

Capital Costs: The True ‘Footprint’ of Purchasing

To calculate the environmental impact of purchasing products or services, one must consider the role of the capital assets that went into their production – machinery, factories, IT, vehicles, and roads – and the energy and materials required to create those assets. Yet, many of the models used to assess the impacts of purchases simply don’t incorporate that data, and thus produce analyses that underestimate the carbon, energy, and material footprints. To provide a more accurate estimate, YSE doctoral candidate Peter Berrill co-developed a model that incorporates those capital assets into the production supply chains in a range of sectors from mining to government to media. According to its analysis, use of capital assets for production in 2012 accounted for 13 percent, 19 percent, and 40 percent of the economy-wide carbon, energy, and material footprints, respectively.

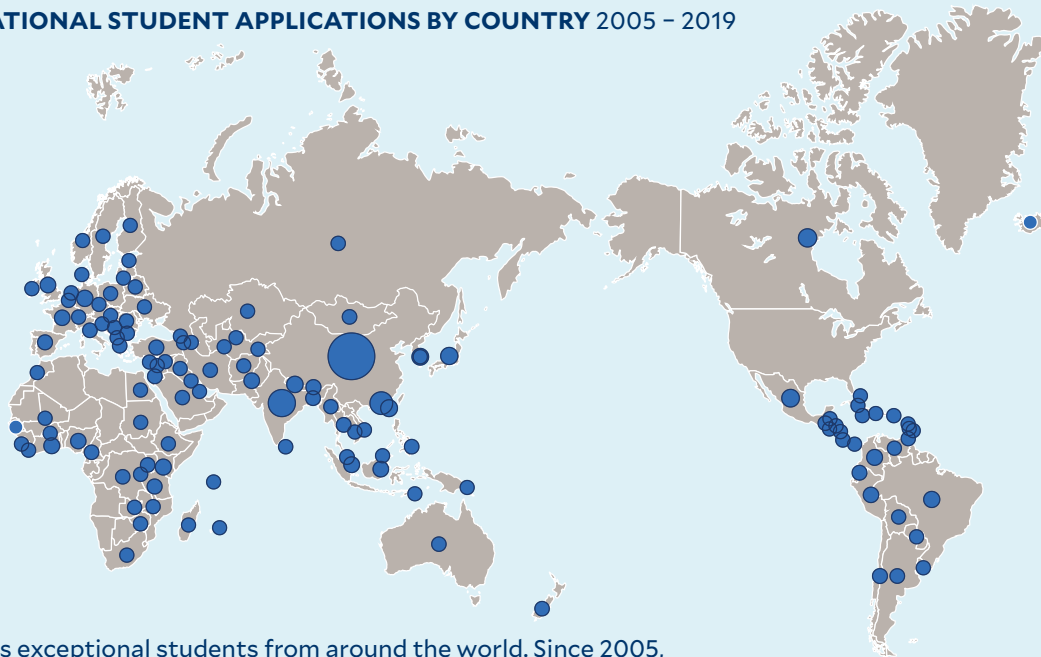
A New Generation of Conservation Leaders in the American West

Raised in the Midwest and now a student in New England, Katie Pofahl ’21 MEM feels most comfortable in the American West – her “classroom, church, and home.” Before YSE, Pofahl worked as a community outreach manager at an accredited land trust in California, engaging locals in conservation efforts, and served on the board of the Monterey Peninsula Regional Park District. She has continued to engage with conservation issues in the West while at YSE through the Ucross High Plains Stewardship Initiative, and earned a prestigious Wyss Scholarship that supports emerging leaders in western land conservation. Pofahl was also recently named a Switzer Environmental Fellow and conducts research on wildfire mitigation in rural California for The Nature Conservancy.

Incorporating Equity into Local Government

Before coming to Yale, Ashley Stewart ’21 MEM spent more than a decade as an environmental engineer and project manager with an emphasis on water management. Stewart, who grew up in Connecticut, has explored ways to co-create engineered solutions. Stewart, a Switzer Environmental Fellow, has integrated her training as a race dialogue facilitator into her environmental management practice, working with local communities to implement equity into their municipal processes and environmental sustainability projects. She has also worked to support equitable local planning, protect the state through management of dams, and organize community outreach. At YSE, she is conducting research on equity and environmental decision-making that involves marginalized groups with an emphasis on the Black community, incorporating qualitative data collection to inform technical solutions.

INTERNATIONAL STUDENT APPLICATIONS BY COUNTRY 2005 – 2019



YSE draws exceptional students from around the world. Since 2005, we have received applications from 134 countries outside of the U.S.



Michelle Lewis '13 MEdSc/MDiv expanded her Peace Garden Project to North Carolina last year, fighting food insecurity through community gardening.

Food and Hope Grow in Peace Gardens

For nearly five years, the Peace Garden Project has sought to advance healthy communities in New York by fighting food insecurity through community gardening. Community members work the soil, collect the harvest, and distribute the fresh food throughout the community – regardless of age, race, income or religion. The project is the brainchild of Michelle Lewis '13 MEdSc/MDiv, the first woman of color to complete the dual-degree program in religion and ecology. A former United Nations advisor and National Park Service law enforcement officer, Lewis is now a pastor in North Carolina, where she expanded the Peace Garden Project this year on Roanoke Island.

'You Can't Manage What You Don't Know'

For nearly a century, the U.S. Forest Service's Forest Inventory and Analysis (FIA) program has been the U.S.'s forest census. But by the 1990s, outdated processes and disparities in how data were gathered made the inventory process inconsistent, slow, and increasingly ineffective. Why? Because it's difficult to manage what you don't know. When Richard Guldin '76 MFS, '78 PhD took over the program in 1996 he completely transformed it, creating new sampling processes and field procedures, introducing new management software, more sophisticated reporting, and improved communication. These innovations yielded

more useful information that, in turn, enabled states to design more effective management plans; corporations to make more sustainable choices; and U.S. leaders to craft better forest policy. It's one of the reasons that Guldin was honored with the 2020 Society of American Foresters' Sir William Schlich Memorial Award. "My role was to help empower the program leaders to obliterate the old inventory building and begin laying a new foundation from scratch, and then to build upon that solid foundation a whole range of new and dynamic enterprises and opportunities – from forest health improvements, to productivity measurements, to carbon estimation," Guldin says.

Benefiting More than 80 Million People

Just one year after graduating, Silvia Benitez '00 MEM joined The Nature Conservancy as a conservation strategies manager in Latin America. Two decades later, she is leading the Latin American water security team based in Quito, Ecuador, which is focused on promoting the care of watersheds, incorporating the public and private sectors, and strengthening funding for long-term sustainability and governance. Benitez – whose expertise

lies in natural resource management, biodiversity conservation, and watershed management – was integral in the creation of The Latin American Water Funds Partnership, a coalition that contributes to water security in Latin America and the Caribbean through the creation and expansion of Water Funds (*fondos de agua*). Twenty Water Funds have been created to date, with a goal of 20 more by the end of 2020, which would benefit more than 80 million people.

A More Energy-Efficient Google

Google's mission is to make information more accessible to the world. Delivering this service to the more than 3 billion people worldwide who currently have internet access requires a lot of energy. Laura Franceschini '14 MEM, reporting lead for global sustainability strategy and operations at the tech giant, is working to improve the company's sustainability practices through advancements in renewable energy and more responsible supply chains. Another key area she's been involved with at Google is achieving more efficiency at the company's massive data centers. In recent years, the company has used machine learning to drive efficiency at these centers, deploying a system of neural networks on different operating systems to create a more efficient and adaptive framework, reducing the amount of energy used in cooling, for instance, by up to 30 percent.

As YSE went virtual in spring 2020, community-building events drew hundreds of participants.

20 Virtual TGIF events were held in spring 2020, including 4 international TGIF events

415 alumni participated in Virtual TGIF events, from as far back as the Class of 1956

600 students, their families, faculty, staff and alumni attended the live stream of the Virtual Celebration of the Class of 2020



Students in the Ucross High Plains Stewardship Initiative foster conservation and land stewardship in the American West through teaching, research, outreach, and leadership.

Restoring America's Grasslands

From 2008 to 2012, 77 percent of U.S. Grasslands were converted to high-intensity crop production. To confront the loss of these grasslands, and the important ecosystem services they provide, federal and local agencies have re-seeded former agricultural fields with native grasses and flowering plants. Last summer, a group of students supported by the YSE-based Ucross High Plains Stewardship Initiative, collected data from seven sites in northern Montana to evaluate the effectiveness of these restoration efforts. In a report of their findings, they illustrate how these ongoing efforts have helped establish a diverse stand of vegetation and created habitat for pollinators and provided food for birds.

Changing American Perceptions on Climate Change

The Yale Program on Climate Change Communication (YPCCC) has become a global leader in research on public opinion and behavior related to climate change, influencing policymaking and media coverage, educating the public, and helping to build the public and political will for climate action. Recently, the Climate One podcast named YPCCC's director Anthony Leiserowitz the co-recipient of its Stephen Schneider Award for Outstanding Climate Science Communication, along with Edward Maibach from YPCCC's partnering institution, George Mason University's Center for Climate Change Communication. "Their work," a nominator said of the winners, "has set the standard for social scientific investigations of what Americans think about climate change and why they think it."

The Future of Chemistry and Engineering is Green

"Chemistry for Tomorrow's Earth," a special edition of *Science* published in January 2020, made the case for green chemistry as the linchpin for a sustainable future, in which chemicals essential to our society are nontoxic, renewable, and degradable. Professors Paul Anastas and Julie Zimmerman and Postdoctoral Associate Hanno Erythropel from the Center for Green Chemistry & Green Engineering at Yale authored the issue's main article, "Design for a chemistry future." Within, they argued for a systems thinking approach to the design of products, feedstocks, and manufacturing processes — considering all potential impacts during their entire life cycle rather than its intended functions. "Sustainability requires that green chemistry and green engineering be done systematically, so that it is simply the way all chemistry is done in the future," Zimmerman says.

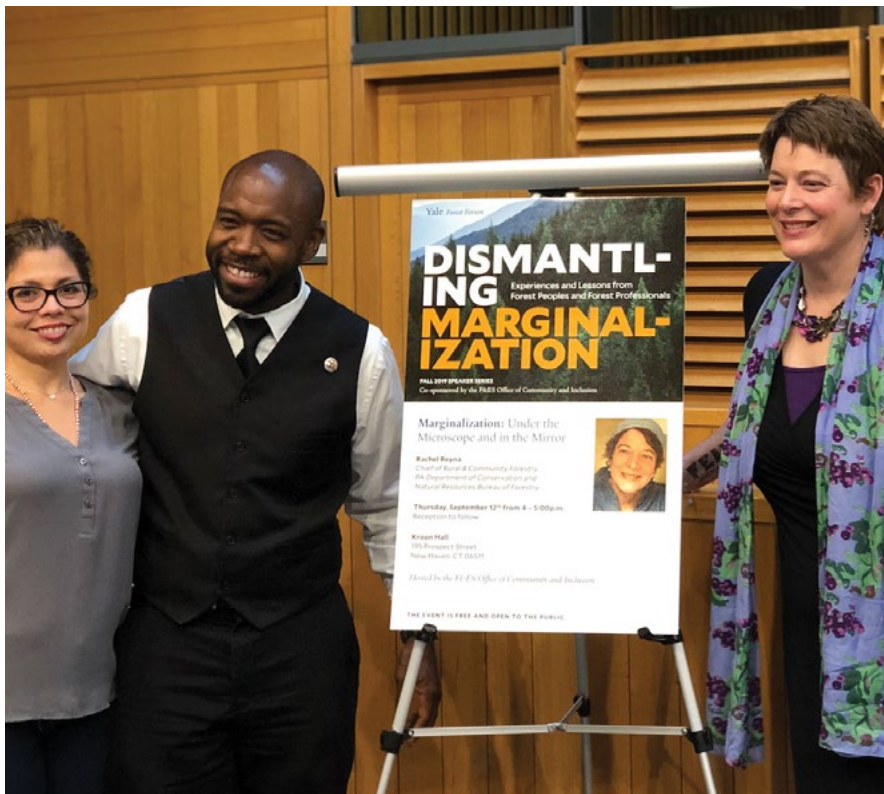
Big Ideas Start Here

Tackling the global climate challenge requires big, bold, scalable solutions. The Carbon Containment Lab, a multidisciplinary laboratory based at YSE and led by Dean Takahashi, the longtime senior director of the Yale Investments Office, is developing and supporting just these ideas. CCL is engaging faculty and students from across Yale — as well as innovators and scientists from outside the university — who are developing technologies to sequester and store carbon and reduce greenhouse gas emissions. It aims to eventually offset more than 1 billion tons of global carbon dioxide — including more than 10 million tons in emissions offsets by 2030. “I know it is ambitious,” Takahashi says, “but I think it is important to set aggressive goals ... so that we do something significant and worthy of Yale.”

The School continues to build its online presence globally, with growing certificate programs and virtual community events.

More than **500** visitors joined YSE’s virtual celebration of the 50th anniversary of Earth Day

60 participants from **30** countries joined YSE’s online certificate programs in the 2020–21 academic year



Conservationist and forester Rachel Reyna (right), seen here with Assistant Director of Strategic Initiatives Yolanda Quiñones and Assistant Dean Thomas Easley of the YSE Office of Community & Inclusion, was a guest speaker at the Yale Forest Forum in September 2019.

Amplifying Diverse Voices in Forestry

The Yale Forest Forum (YFF) is at the core of YSE’s communications and engagement programming, hosting weekly discussions that attract leaders in forest policy and management from around the world. Each semester’s series of talks have a theme; in fall 2019, the series was co-sponsored by the Office of Community and Inclusion and focused on “dismantling marginalization,” welcoming a diverse group of voices to campus to share their experiences from the field. Topics included land management on tribal and indigenous lands, the role of women in forestry in developing nations, and how to create a more diverse generation of conservation leaders.

Continuing the Momentum

With a new name and more focused mission, the Yale School of the Environment saw tremendous growth in its effort to achieve the ambitious goals set out in its 2017 Strategic Plan.

Build on **historic strengths** through research, training, programs, and initiatives

- ✓ Introduced the Carbon Containment Lab, a new multidisciplinary laboratory that engages experts from Yale and the broader world to develop innovative and practical climate solutions
- ✓ Built a solar array at the Yale Camp at Great Mountain Forest, shifting to a cleaner energy source and introducing new field learning opportunities

Develop **areas of emerging strength**

- ✓ Created a new strategic initiative in environmental data science, which aims to solve pressing environment challenges with cutting-edge digital tools like remote sensing and geographic information systems
- ✓ Hired an executive director of strategic communications to lead all School publications, brand and visual identity, and web-based efforts
- ✓ Successfully launched the second year of our online certificate programs in clean energy and tropical forest management

Forestry at YSE: A School within a School

When the School officially changed its name to the Yale School of the Environment on July 1, 2020, it simultaneously created The Forest School at the Yale School of the Environment to honor the legacy of forestry and to reaffirm its foundational importance at the School. Among other important commitments, it will secure 12 endowed teaching positions, creating a core group of faculty members who represent the different disciplines of forestry and the natural and social sciences, thereby organizing the forestry-related centers and programs under one banner.

Preeminent Environmental Justice Scholars Join YSE Faculty

In 2020, the School took a historic step toward strengthening its scholarship and teaching in environmental justice, hiring Professors Dorceta Taylor '85 MFS, '91 PhD and Gerald Torres '77 JD, two of the field's most prominent experts. Taylor is a leading expert in the field of institutional diversity and workforce dynamics in the environmental sector. Her research interests also include urban agriculture, food access, and food insecurity. Torres is an acclaimed global scholar of environmental law, critical race theory, and federal Indian law.

**JOINT & SECONDARY
FACULTY APPOINTMENTS
ACROSS YALE**

10 Ecology and Evolutionary Biology	4 Anthropology	2 Institution for Social and Policy Studies	1 Molecular, Cellular, and Developmental Biology
9 Management	4 Earth and Planetary Sciences	2 Religious Studies	1 Near Eastern Languages and Civilizations
7 Chemical and Environmental Engineering	4 Economics	1 Architecture	1 Political Science
5 Environmental Health Sciences	4 Law	1 Chemistry	1 Sociology
	2 Divinity	1 Classics	1 Statistics and Data Science

Create and revise **curricula** that align with strategic priorities

Build and maintain our **leadership** on issues of national and international importance

- ✓ Endowed a new faculty position, the Coleman P. Burke Visiting Professor in Climate Change, which will begin during the 2020–21 academic year
- ✓ Continued to expand opportunities for online education
- ✓ Created new courses on poverty, environment, and inequality; climate justice; and environmental law and politics

- ✓ Sent 38 YSE students to COP25 climate conference in Madrid, Spain in December 2019
- ✓ Hosted the inaugural Global Environmental Justice Conference made possible by Graciela Chichilnisky, which brought emerging scholars from around the world and from across disciplines to discuss how to effectively integrate scholarship, social justice, and environmental management
- ✓ Three YSE faculty members — Julie Zimmerman, Justin Farrell, and Daniel Esty — provided expert testimony to congressional committees related to climate change

Reflecting an Increasingly Urbanized World

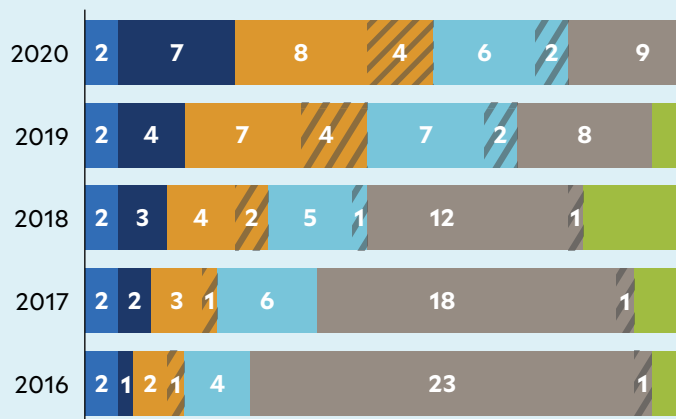
Beginning this fall, YSE introduced a new “urban” specialization to increase our understanding of the environmental and societal implications of living in an increasingly urbanized world. The specialization offers core courses in urban ecology and urbanization, as well as electives which draw on a wide array of experts studying across many disciplines throughout Yale. In the specialization, led by Karen Seto, Frederick C. Hixon Professor of Geography and Urbanization Science, students will examine how environmental change affects urban areas and how urban areas affect the environment, from local studies in New Haven to diverse urban areas across the globe.

More ‘Big Ideas’ for a Sustainable Future

Last year, YSE launched the Yale Environmental Dialogue with the aim of injecting new energy and fresh thinking into the conversation about sustainability. Since then, the initiative published an acclaimed book, “A Better Planet: 40 Big Ideas for a Sustainable Future,” and hosted a series of events across the country — and, during recent months, in an online forum. Engaging with economists in Atlanta, students in Arizona, and policymakers in Congress, the YED has urged people from across a range of disciplines, political affiliations, and backgrounds to share their big ideas for achieving a more sustainable world.

YSE STAFF RACIAL DIVERSITY BY FISCAL YEAR

- American Indian
- Asian
- Black or African American
- Hispanic or Latino
- Not Stated
- White
- ▨ Leadership



Diversify our faculty, student body, and staff to better address the complex challenges of the future

Create and support new **interdisciplinary** scholarship, teaching, and outreach

- ✓ Continued to diversify the YSE faculty with the hiring of Professors Dorceta Taylor, Gerald Torres, and Yuan Yao
- ✓ Increased recruitment outreach to Historically Black Colleges and other critical academic partnerships

- ✓ Introduced new School podcasts, including Heartwood and Yale Environmental Dialogue, which convened professionals from different fields and sectors
- ✓ Added new courses on industrial ecology and business strategy; a climate solutions capstone; and “perspectives” course framed around leadership
- ✓ Created new joint degree program in environmental engineering
- ✓ Cross-disciplinary work led by YSE researchers produced critical insights into the COVID-19 challenge

A More Diverse Leadership Team

At YSE, we understand that true sustainability will never be achieved unless we address the systemic challenges of environmental injustice and realize environmental equity. For our community, this must begin with achieving a more diverse group of faculty, staff, and students that is representative of the larger society. At YSE, a critical step has been achieving greater diversity in our leadership team.

A Long-term Commitment to Interdisciplinary Collaboration

In 2019, Xuhui Lee, the Sara Shallenberger Brown Professor of Meteorology at YSE, led a study in which sensors were attached to bicycles to identify urban heat islands in the city of New Haven. The success of the project – which received seed funding from the Leitner Awards for Uncommon Environmental Collaborations, established by Jim Leitner ’75 BA – provided the proof of concept necessary to secure a \$360,000 grant from the Robert Wood Johnson Foundation. This spring, this seed funding model inspired a Yale College alumna to endow a similar fund at YSE to support interdisciplinary collaboration in perpetuity.



Enhance the spirit of **community** at YSE, and strengthen connections across the Yale campus

- ✓ Organized and hosted online events to maintain community spirit in months after campus shutdown
- ✓ Alumni Office hosted 20 alumni TGIFs that brought together people from all over the world
- ✓ Created support fund for members of the Class of '20 whose career paths were disrupted by the COVID-19 crisis. Thanks to donor support, we were able to fully meet the needs of students who requested financial assistance

Create reliable **resources**, including funding and space, to support existing and new work

- ✓ Established new fund for environmental humanities
- ✓ Introduced new homepage that better captures the School's impact and human stories in the community
- ✓ Raised money for an endowed chair in migration

Connections Across Yale

Last academic year, YSE introduced regular *Community Conversations*, an initiative that provides members of our community a space to discuss the School's history, current events, and policies. This evolving monthly forum was organized by students, who identified topics that facilitated challenging discussion on issues like divestment and racial injustice, and how that relates to being part of the YSE and Yale communities. Students also organized an experimental program, *Bridging Issues and Optimizing Methods in Environmental Studies (BIOMES)*, to lead healthy discourse around these critical topics.

Help us **continue the momentum**

Some of our goals in the near future:

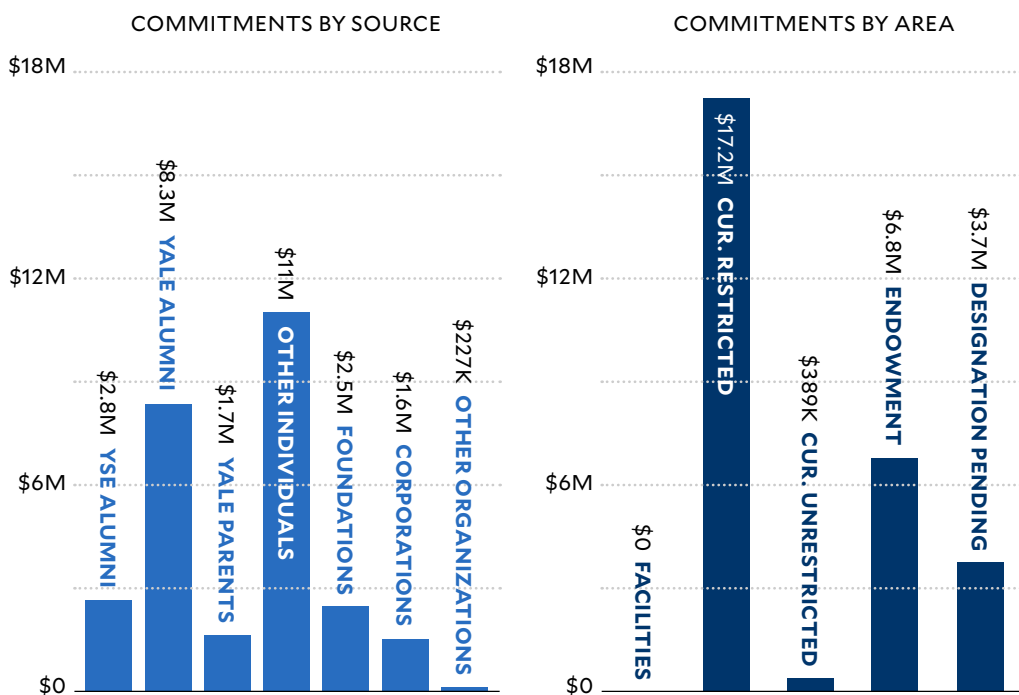
- Develop resources for new programs and professorships:
 - urban systems and environmental justice
 - environmental data
 - environmental leadership
 - climate change mitigation, communication, and policy
- Increase scholarship support for master's students of all backgrounds
- Raise funds to create new professorships and boost faculty recruitment for inclusive excellence
- Expand the doctoral program to broaden our research impact and scholarly influence

Financial Highlights

FY 2020 was a successful fundraising year, with the effects of COVID only beginning to appear in the third quarter. In looking at the graphs below and opposite, important notes to consider are:

- The majority of the School’s endowed funds are restricted to specific uses and cannot be repurposed for other needs
- Although the School’s endowment is managed as part of the greater Yale University endowment, we do not receive any significant financial support from the University, and in fact, we pay Yale each year for our share of central services such as the library, fire and police protection, etc., through the University Services Assessment (14% of the School’s expenses in the opposite chart)
- Increasing scholarship support remains a top priority for the School. In FY20, we raised \$4.25 million in new endowed scholarship funds, which will add over \$200,000 annually in income for scholarships, depending on endowment return

FY20 COMMITMENTS** = \$28,072,980



**Gifts and new pledges

\$55.9m

FY20 REVENUE

\$48.5m

FY20 EXPENSES
net of transfers

Revenue over expenses is due to fundraising for restricted purposes

50% Endowment income

*i.e. scholarships,
professorships, and
other related funds*

56% Salaries & benefits

19% Grants & contracts

*governmental
and corporations
and foundations*

14% University Services
Assessment

16% Gifts

11% Other non-salary
expenses

12% Tuition
net of scholarships

9% Facilities costs

3% Other income

6% Fellowships, stipends,
and student health

4% Grant subawards

Tuition: \$13.3m

Scholarships: \$6.5m

Net: \$6.8m

Gifts to YSE create a foundation upon which our entire school is built.

Because of your generosity, our faculty can conduct groundbreaking research; our students can acquire vital knowledge, skills and experiences, thanks to your scholarship and internship support; and our alumni can pursue careers that provide solutions to the world's most pressing environmental challenges, without the burden of overwhelming debt. We can continue to bolster our historic strength in research and education, while building an ambitious and innovative path to a sustainable future. Each dollar makes a difference. Help us continue the

momentum created by an incredible year of successes—made possible through gifts from alumni and friends—by donating to YSE today. Go to environment.yale.edu/giving or use the attached envelope to make your gift!

Contact the Office of Development and Alumni Services at 203-432-9958 or email dev.alumni.yse@yale.edu





THE POWER *of the*
YSE ANNUAL FUND



IN FY20, THE YSE ANNUAL FUND COLLECTED

1,061

GIFTS THAT WERE IMMEDIATELY SPENDABLE, TOTALING

\$358,197

EQUAL TO THE ANNUAL YIELD OF AN ENDOWMENT OF

\$7,160,000

WITHOUT HAVING TO RAISE \$7.16 MILLION



23.8% of all alumni made a gift in FY20. Using last year's averages, if all alumni made a gift, YSE could have raised over \$1.5 million.



Investments of time, energy, and counsel make a big difference.

The alumni and friends who volunteer on our boards play a critical role in shaping the Yale School of the Environment for future generations, and set an inspiring example for members of the YSE community. We thank all of them for their service and commitment to our School.

YSE ALUMNI ASSOCIATION BOARD

Elected and Appointed Members:

- James Albis '16 MEM
- ☉ Saleem H. Ali '96 MES
- ☉ Gary Barrett '96 MF
- ☉ Jaime Carlson '09 MEM/MBA
- ☉ Paloma Caro '16 MEM
- Sue Ely '07 MESc
- Alex J. Finkral '97 MF, '05 PhD
- Genora Givens '18 MEM
- ☉ Shafqat Hussain '02 MEM, '05 MPhil, '09 PhD
- Cilla Leavitt '74 BA, '81 MFS
- Luisa Lema Velez '06 MEM
- ☉ Jessica Leung '17 MEM
- ☉ Michelle Lewis '13 MDiv, MESc
- ☉ Joe MacDougald '05 MEM
- ☉ Cathy McConnell '85 MFS
- ☉ Hallie Metzger '65 MAT, '75 MFS

- ☉ Tara Meyer '15 MESc
- Monica Nunez Salas '18 MEM
- ☉ Toral Patel-Weynand '92 MFS, '01 D.F.E.S.
- ☉ Anne Peters '76 MFS
- ☉ Morgan Pierce '20 MEM
- Maclovía Quintana '11 BA, '14 MESc
- ☉ Sara Smiley Smith '07 MESc/MPH, '16 PhD
- ☉ Whitney Tilt '85 MES
- Mona Wang '13 MEM

Student Representatives:

- ☉ Ben Christensen '20 MEM
- Ayman Eddahmani '21 MESc (Expected)
- Lav Kanoi, Doctoral Student

Ex-Officio Members:

- Dr. Indy Burke
- Carl W. Knobloch, Jr. Dean

- Kristin Floyd '01 BA
Assistant Dean, Development & Alumni Services
- Gordon Geballe '75 M.S., '81 PhD
Associate Dean for Student International Engagement

Faculty Representatives:

- Mark Ashton '85 MF, '90 PhD
- John Wargo '81 PhD

International Alumni Association Board Liaisons:

- Saima Baig '06 MEM
- Sabrina Szeto '16 MF
- Leandro Vigna '19 MEM

Honorary Lifetime Member:

- ◆ Herbert I. Winer '42 BA, '49 MF, '56 PhD

- ☉ Member of the Executive Committee
- ☉ Delegate to the Yale Alumni Association Assembly
- ☉ Term begins 2020
- ☉ Term ends 2020

YSE LEADERSHIP COUNCIL

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