



THE TROPICAL BULLDOG

VOL II NO. III

The Voice of The Yale Club of Southwest Florida

Fall 2000

A Letter from Our President

Dear Members:

According to our by-laws the Yale Club of Southwest Florida's purpose is to "operate exclusively for the benefit of and in connection with Yale University" to provide an organization through which alumni and area residents may contribute to the welfare of Yale, to facilitate mutual understanding with the university, to participate in raising funds for Yale's endowment and scholarships, and to encourage enrollment of qualified students. We're making progress in this mission.

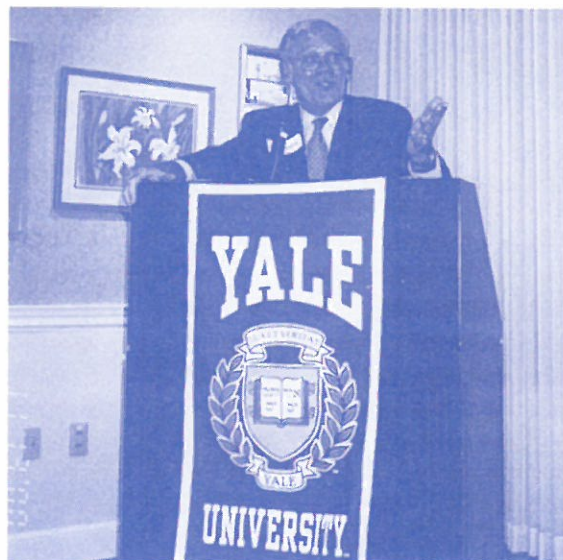
Under Activities Chair Arnold Garfinkel '62 MA we schedule 12 to 15 events annually (shown elsewhere in this issue) to bring Yale to both members and the Southwest Florida community. Each year for the past decade we have faithfully made the maximum \$3,000 scholarship gift to Yale while continuing to build our own Endowment Fund to a record level under Treasurer Jim Carthaus '62.

We now have nine undergraduate students enrolled at Yale thanks to Tom Mackelfresh '51 and his dedicated ASC team who work closely with local high schools.

Our Ft. Myers and environs membership has taken on new excitement thanks to the energies of Ft. Myers regional Vice President Ted Gault '54 MDiv with help from Frank Moore, MD '55. This and the diligence of Membership Chair Scott Herstin '69 have raised our membership over the 200 mark. AYA Asst. Dir. Rhoda Lea says our Club enjoys an enviable reputation in New Haven of energy, activity and imagination thanks to all of our diligent Trustees. Recognition also goes to V.P.-AYA and President-elect Torrey Foster '56 for his semi-annual attendance at AYA assemblies and his excellent reports seen in these issues.

Many thanks go to our Executive Secretary Carol Hunt, the "glue that holds the Yale Club together." We are equally thankful for all the members who participate in so many of our events while they are with us in "paradise". We have enjoyed record turnouts and hope that you will continue to be with us as we move to make our Club even better. Looking forward to seeing you soon.

Bob Wenzel '53 E



Bill Donaldson '53

Bill Donaldson Inaugurates Tercentennial Speaker Tribute Program

Distinguished Alumnus discusses entrepreneurialism

In celebration of Yale's 300th birthday, the Yale Club initiated a Tercentennial Tribute program with Bill Donaldson '53, '73MAH, Chairman and CEO of Aetna Life Insurance Company, as its first speaker. At a cocktail reception on November 13th hosted by Northern Trust Co. Donaldson discussed in an informal way the essence of what he describes as entrepreneurialism. He opened with comments of his early childhood and his teenage businesses which instinctively were entrepreneurial.

In defining the nature of an entrepreneur, he suggested that one needs to have a conceptual approach to what he is doing much as a shoemaker is not just making shoes, but is protecting feet. Donaldson pointed out that another Yale man, Fred Smith '66, observed that commercial planes were not being used at night and saw an opportunity to move packages by air – thus, the founding of Federal Express.

Secondly, there is need to think about the next move, with a fall back position. Flexibility is the key.

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The **Tropical Bulldog** is published 3 times a year if the editors can find enough material, true or imagined, to bring to its readers' attention. Articles are gratefully accepted (no fees paid).

First Managing Editor: Torrey Foster '56

Editorial Advisor: Bob Wenzel '53E

Contributing Editor: Tom Mackelfresh '51

Donaldson *continued from page 1.*

Having been a former Marine, Donaldson developed a sense of mission. He feels that values are important in developing an entrepreneurial approach to business.

Finally, he finds that a flat organizational structure is important. There needs to be respect for all people in the company including the lower level staff. Participative management brings all persons into the decision making process.

During a question and answer period, Donaldson shared interesting anecdotes of his experiences in his varied professional career. He is finding it quite challenging to revive Aetna from a series of bad decisions relating to its acquisition of insurance businesses relating to healthcare. Interestingly he points out that "managed care" is a misnomer; it really should be called "managed expenses".

In response to questions about how he co-founded the investment firm Donaldson, Lufkin & Jenrette in 1959, Donaldson said that he and Lufkin identified a need to have research available for the professional investor. This was the firm's first business. Thereafter, they formed an investment business under the name of Alliance Capital Management Corp. DLJ also was the first investment company to sell stock to the public.

Working for Secretary Henry Kissinger was clearly a challenge, said Donaldson. He was brought into the State Department because of his management skills, not for his knowledge of foreign policy. He noted that Kissinger does not have partners in decision making, just a circle of advisors.

The assembled alumni and friends enjoyed a most interesting presentation by Donaldson and the hospitality of Northern Trust Company in hosting the event, for which The Yale Club is most grateful. Our next speaker is Roger Horchow on January 15th.

ANNUAL MEETING

Call Carol Hunt for reservations

597-8532

December 15, 2000, 12:00 PM

Royal Poinciana Golf Club

Southwest Florida Continues Active in School Recruiting

10 area students attend Yale

By Tom Mackelfresh '51

Since I was on an AYA Trip to Europe this fall I relied on our back up team to coordinate schools visits and college nights in Collier and Lee Counties. Lara Kunkler '91, assisted by one of our new members, Dr. Rebecca Totaro '93 MAR, did some excellent work at Bishop Verot High School on September 25th as well as at the Lee County College night. Scott Herstin '69 did the college night honors at Gulf Coast High School on September 25th ably assisted by his daughter.

Our new Admissions representative from Yale is Lester Johnson '98MA. He is a 1982 graduate of Columbia and resides in New Haven with his new wife. Johnson visited the Community School and Canterbury School. Ken Bruce and I went to Ft. Myers to hear his very thorough and well delivered presentation.

To date we have four applications on file, three from Ft. Myers High School and one from Lely High School. Two of the four are for early decision. We expect more applications before the year is out.

Currently attending Yale from Southwest Florida are:

Louis Aurelio '01	Ft. Myers
Alexander Cardenas '02	Naples
Vida Engstrand '02	Naples
Bonnie Gordic '01	Cape Coral
Christopher Kagan '03	Ft. Myers
Andrew Kagan '03	Ft. Myers
Marcello Mullings '04	Lehigh Acres
Eric Rubenstein '04	Ft. Myers
Jason Silvers '02 LW	Sanibel
Garrett Wheeler '02	Naples

Ft. Myers Yalies Plan Drop-In Luncheon

The Royal Palm Yacht Club is to be the site of a newly planned "Drop-In" lunch for Lee County Yalies and guests. The first event will take place on Thursday, January 25, 2001, 12:00 PM at which time there will be discussion of additional activities for Yalies living in the area. The cost is \$10, and there will be a choice of three luncheon entrees. **For more information and reservations, call:**

Ted Gault '54 MDiv	481-9631
Frank Moore '55	481-7845

REPORT ON THE FALL AYA ASSEMBLY

By Torrey Foster '56

The fall assembly, held October 26th through October 28th, focused on *The Performing Arts at Yale*. This was a most interesting presentation, especially when we were exposed to the actual teaching of the performers. The Assembly opened on Thursday afternoon with an introduction by **Susan Addiss '69 MPH, '69 MurS**. She suggested to us that during our years at Yale, no matter in which school we were enrolled, the performing arts played a role in our university life. Some of us actually participated in performances, others enjoyed listening and appreciating. We must have all attended some performance no matter how informal. In any event, "the arts lead us to the inter-connectedness of things" according to Addiss.

The first session was entitled "*A Retrospective on the Performing Arts at Yale*" and was moderated by Professor **David Chambers, '71 MFA** of the Drama School. Having been formally founded by George Purse Baker, the legendary dramatist, in 1925, the Drama School is celebrating its 75th anniversary. (Harvard turned down his offer to organize a drama school.) He pointed out that the school is a "playwright" driven school, that the text is the core of it all. Chambers described the history of the school, especially under Robert Brustein, when the school moved away from serious theater because of the competition from film and TV and urged graduates to "take over local and regional theaters with challenging stuff." The students endure long hours: 8:00 AM – 2:00 PM for courses, 2:00 – 5:00 PM for acting, writing and directing, and 5:00 – 1:00 AM for rehearsals and performances.

Thomas Duffy, Director of University Bands, Professor of Music and Deputy Dean of the School of Music, discussed the dialectics of music, high brow vs. low brow. In the early history of Yale, President Stiles didn't want music offered in worship services. On the other hand, President Timothy Dwight was an accomplished musician and composer. The Glee Club was founded in 1861 and has had only 6 directors since. The School of Music was founded in 1894.

Concerning the Drama School, we heard rather modest presentations from **Graham Norris '03** and **Alexander Timbers '01** of the Yale Dramatic Association, fondly known as The Dramat. The association was founded in 1900 and is celebrating its 100th anniversary as Yale's largest undergraduate theater group and the nation's second oldest college theater association. There are other theater organizations at Yale, e.g. Yale Repertory Theater and The Yale Cabaret.

Friday morning I attended an information session held for third year delegates interested in learning more about the Board of Governors and the election process which occurs during the upcoming April Assembly. Because of my long time interest in alumni activities for Yale, I am exploring the possibility of running for a governor position. (My exploratory committee can be contacted at 514-0799) I enjoy service to Yale and as a governor I can continue to bring reports back to the Club on AYA activities, although no longer an AYA Representative.

The first Assembly session on Friday was devoted to *Teaching and Learning the Performing Arts at Yale*. **Robert Blocker**, Dean of the School of Music opened the panel discussion noting that his school is largely a *conservatory* program, similar to Juilliard and Eastman. Composition is a main strength. Out of 46 Pulitzer Prizes for Music, 28 Yale graduates or teachers have been recipients of the award. Forty-three percent (43%) of the students are considered international, the largest percentage at any Yale school. Enrollment is between 180-200 with a quota system. Less than 3% of the graduates support themselves through their profession. Blocker sees some challenges for the school. There is a need to improve the facilities. Highest priority is to renovate Sprague Hall, then Stechel Hall as the office of the school, followed by Hendrie Hall (which hasn't changed much since I was at Yale.) In terms of recruiting, the school's strongest competitors are Curtis, Juilliard, Eastman and Michigan.

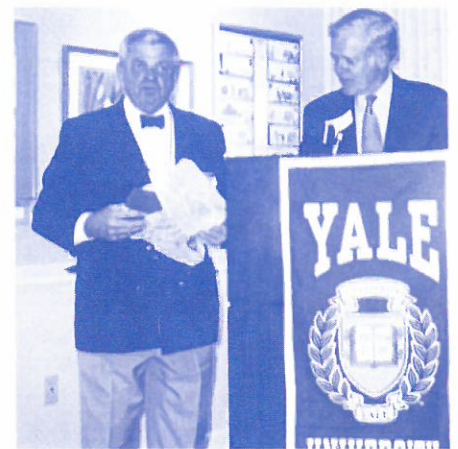
Professor **Leon Plantinga '64 PhD**, Chairman of the Department of Music says that Yale distinguishes itself from places like Harvard and Princeton by its outstanding arts schools (music, drama, architecture, etc.), especially for undergraduates. Admissions listens to 800 tapes of prospective students. With 18 faculty members, 1100 students take courses in music. Academic credit is given for performances up to four terms. The Yale Symphony Orchestra is made up of mostly undergraduates.

Stanley Wojewodski, Dean of the School of Drama, also referred to the school as a conservatory. It performs 6 repertory, 26 theater and 20 cabaret theater productions each year. From 1200 applicants, there are 65 acceptances, and there is a student body of 175. Requirement for admission is graduation from high school five years previously. It has the second lowest tuition at the university and \$1.2m is spent on scholarships.

The Director of Theater Studies Department, **Marc Robinson '90 MFA**, pointed out that theater

Continued on P. 6

Seen at Yale Club Activities . . .





*Way to Go, Bulldogs
Yale 34 Harvard 24*



Assembly Report *continued from P.3*

studies is a liberal arts program – not a BFA degree or a conservatory. Interdisciplinary studies are encouraged. There are 35 seniors, 37 juniors and 60 sophomores in the department. Twenty-six (26) courses are available which are also cross listed in other departments. Many theater students are taking double majors.

One of the highlights of the assembly for me was a Breakout Session entitled *Artists at Work*. I attended a course on conducting set up just for a group of 40 delegates or so. Led by Professor and Conductor in Residence **Lawrence Leighton Smith**, we all were given batons and assembled in a classroom in Hendrie Hall. With a video of the Louisville Symphony Orchestra playing the last movement of Beethoven's 9th symphony and an overhead showing the score, we were instructed on the conducting techniques for this movement. We were taught how to do the beats with the baton and encourage the orchestra to faster, slower, louder or softer sounds. What an experience! I am now able to watch conductors and understand better their styles.

We were pre-assigned lunch sites around the campus where University administrators hosted and provided informal discussions about aspects of the University's operations. I was assigned to lunch at Dwight Chapel with **Michael Morand** '89, Assistant Vice President for Government & Community Relations and **John Maturo** '76, Director of University Properties. The theme of their remarks was image vs. reality, that is to say that New Haven has a low image and much better reality enhanced by a new partnership with Yale. It was interesting to hear that Yale and New Haven have become tourist attractions for Canadians. A variety of joint activities are underway between Yale and the city which improves the environment in the central city. In addition a student run program known as YES (Yale Entrepreneurial Society) is contributing to the business environment. Yale does pay taxes on its business investments (property ownerships, etc.) as well as \$2-3m on building permits taxed at \$18 per \$1,000 of construction value. Also Yale makes a voluntary payment for fire service which represents 5.6% of the budget of New Haven, although Yale owns only 4% of the real estate in New Haven. The city also receives payments from the state in lieu of taxes from Yale amounting to \$24 million because of Yale services like the Yale hospital. Yale is the largest nonprofit to contribute voluntarily to New Haven

After lunch, *The Future of the Performing Arts at Yale* was the subject of a panel discussion in Sprague Hall. The panel was moderated by **Roland Betts** '68, a member of the Yale Corporation, and who had a

successful career in movie production (*Ghandi*), sports management (The Texas Rangers) and the practice of entertainment law. He pointed out that it costs approximately \$56m-\$80m to launch a movie today, and the revenues are 40% from the United States and 60% from the rest of the world.

Diana Kleiner, Deputy Provost for the Arts, opened by saying that no other activities permeate Yale as do the performing arts. Yale is the only Ivy League university with a music school. Yale is embarking on a \$250m program for the arts with an initial gift from Sid Bass of \$20m to renovate the art and architecture school and building.

Yale College Dean **Richard Brodhead** '68, '72 PhD quipped that Yale is "arty". He noted that extra-curricular singing and acting can also be taken in courses for credit. In addition, the arts courses require performances, unlike other liberal arts courses (e.g. economics, history, etc.)

Fenno Heath '50, '52 MusB, '52 MusM, former Director of the Yale University Glee Club and Marshall Batholomew Professor Emeritus, shared some thoughts about the glee club which was founded in 1861. And we had a unique opportunity to hear the world premier performance of a new choral group – ourselves singing a variety of old Yale medleys. What fun!

Friday evening we were joined by Yale Alumni Fund volunteers to celebrate alumni involvement with the University at a dinner in Commons. This included the presentation of the Yale Alumni Fund Chairman's Awards. Following dinner, **Joseph Polisi** '73 MusM, '75 MusAD, President of the Juilliard School addressed us on the role of the performing arts at both Yale and among institutions of higher education in general.

Saturday morning there was an update from Yale President **Richard Levin** '74 PhD. Of significance was the announcement of an ambitious \$250 million plan to renovate and expand University arts facilities centered around Chapel and York streets. And it was also revealed that Sid Bass '65, Yale philanthropist and Texas venture capitalist, gave \$20 million for the renovation of the Art & Architecture Building, which was designed by Paul Rudolph in 1963. Under the planning of Duncan Hazard '71 of the firm of James Polshek and Partners, Yale will redesign many of the facilities of the graduate schools of Art, Architecture and Drama, as well as the Yale University Art Gallery and the undergraduate arts departments. Implementation will occur over a period of eight to ten years.

So you can be proud of the performing arts at Yale. I was certainly impressed with the stature and leadership that the University has in these fields.

TRUSTEE PROFILE



Thomas A. Jones '40 S

Tom and his wife, Nancy, are Midwesterners from the Chicago suburb of Oak Park. He graduated from a large public high school of 4,000 students and headed for Yale, while Nancy went to college in Arizona. A lot of money was spent on phone calls. They were married four days before his graduation with a B.S. degree in Industrial Administration.

Tom says that he was a "grind" at Yale proving that public high school education was valuable, and he was elected to Tau Beta Pi, the National Engineering Honor Society in his junior year. He also earned his letter in swimming the same year.

He started his career with Procter and Gamble, but after the death of his father a year later, was called back to Chicago to help in the family mechanical transmission equipment business. Because of the nature of the business, which manufactured parts for tanks and ships, as well as the "Manhattan Project", Tom was not called to military duty during the war. His brother did serve with the Navy, but later died of polio in 1949.

In 1956 Tom's family sold the company, and he decided to make a change in his career. He wound up as the President of the Manchester Machine Co., manufacturers of paper making machinery in Middletown, Ohio. Another career change occurred in 1961 when he was recruited to Johnson & Johnson, and the next 20 years were spent as President of one of its subsidiaries

engaged in the manufacture of surgical instruments and implants near Boston.

In retirement, Tom says that he has been kept busy, but describes it as "not particularly productive." He and Nancy are kept busy with 6 grandchildren, four boys and two girls. Their oldest son, Tom, Jr., is Yale '64 and has an MBA from Yale's School of Management. Another son is Yale '91.

Tom reflects on his Yale experience as contributing beyond measure, not just to his business career, but to many long lasting friendships made there. We all know how valuable Tom has been as a Trustee of the Yale Club and the many contributions he has made as a volunteer in all our activities. We look forward to many more years of his active membership.

A Letter from Yale President Richard Levin

Our Yale Club received a congratulatory letter reprinted in part here:

November 3, 2000

To the Yale Club of Southwest Florida:

Greetings from New Haven! I am pleased to tell you that Yale's First big Tercentennial event – an October Open House for the entire greater New Haven community – was a success beyond our wildest dreams....

I am thrilled to see the Yale Club of Southwest Florida jumping into the action with its usual energy and vitality. Your Tercentennial Tribute Speakers Series features four of Yale's greats. I was finding myself reviewing the series and wishing I could be present at each and every one. Congratulations on this spectacular series and for the heartening effort to benefit the Yale Club Endowment and Scholarship Fund. I am grateful to all of you in Florida who keep the Yale flag flying over the sunshine state.

With warmest regards and a loud Bulldog, Bulldog cheer,

Sincerely yours,

Richard C. Levin

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2000 - 2001 SEASON ACTIVITIES

Dec. 15, 2000	Annual Meeting of Members	Mar. 6, 2001	Brown Bros. Harriman – HYP Seminar
Dec. 20, 2000	U. S. Trust Holiday Party	Mar. 8, 2001	Naples Monthly Luncheon
Jan. 11, 2001	Naples Monthly Luncheon	Mar. 15, 2001	Porter Goss – Ivy League Luncheon
Jan. 15, 2001	2nd Tercentennial Speaker – Roger Horchow	Mar. ?, 2001	Ft. Myers Event
Jan. 25, 2001	Ft. Myers Drop-In Luncheon	Mar 22, 2001	Vassar Club Speaker Event
Feb. 8, 2001	Naples Monthly Luncheon	Apr. 2, 2001	4th Tercentennial Speaker – Bob Semple
Feb. ?, 2001	Football Coach Siedlecki Luncheon	Apr. 12, 2001	Naples Monthly Luncheon – Trustees Meeting
Feb. 23, 2001	3rd Tercentennial Speaker – Vincent Scully	Apr. ?, 2001	Ivy League Picnic – Yale in charge

1701 Y 2001 embroidered Yale Club **Tercentennial Polo Shirts** are available in your choice of colors for only \$23 at **Custom Embroidery & Screen Printing**, 5767 Shirley St., Naples. Call for your order now: 594-8990.

The Yale Club of Southwest Florida
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