

# GCEC

## 2021 Outstanding Emerging Entrepreneurship Center Award Nomination

Submitted by:

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tsai center for  
innovative  
thinking

Yale



### Rationale for creating the center

In May 2017, President Peter Salovey announced a major donation supporting the construction, launch, and programs of the Tsai Center for Innovative Thinking at Yale (Tsai CITY). The visionary generosity of donors permitted the establishment of a new center seeking to become a transformative addition to the Yale campus landscape and an essential step toward the university goal of creating an **interdisciplinary learning environment** that cultivates innovators, leaders, pioneers, creators, and entrepreneurs in all fields and for all sectors of society. Four years later, this vision is a reality as Tsai CITY has become a co-curricular hub of creative activity at the very heart of Yale’s new – and rapidly expanding – innovation corridor.



### MISSION

The center began operations in September 2017, although the physical space would be further three years in the making, with the mission of **inspiring students from diverse backgrounds and disciplines to seek innovative ways to solve real-world problems**. Since Yale University enrolls over 11,900 undergraduate, graduate and professional students who represent 120 countries around the world, the center was positioned not within a particular school but as a university-wide initiative with a commitment to fostering *collaboration* within the student community while creating *impact* both inside and far beyond the campus’ boundaries.



### Key challenge to overcome during launch (strategic aspirations)

Yale is a large research university with a wide array of programs, departments, schools (Yale College, the Graduate School of Arts & Sciences, and 12 professional schools), centers, museums, and many affiliated organizations. In this ecosystem, to gain momentum for the center’s activities and increase the collective intelligence of students to solve real-world problems, the center adopted upon launch four key strategic aspirations for its work ahead: ① fostering interdisciplinary collaboration, ② equipping students with skills and practices for effective action, ③ promoting inclusivity across all dimensions of diversity, and ④ creating a safe space for students to practice risk-taking and resilience.

### GOALS AND OBJECTIVES

From its first year, the center’s staff also crafted a set of goals, objectives and metrics to guide their efforts:

- Generate a high level of engagement in all center programs from students of diverse backgrounds and disciplines and their networks of support (measured in participation, demographic information, and entry points or pathways chosen by participants of the center’s portfolio of programs) – **Status: achieved**
- Provide significant experiential value for students through high-quality program offerings (measured through satisfaction ratings and feedback survey) – **Status: achieved**
- Create broader positive impact on the real-world problems that affect - and are important for - Yale students, their networks, center partners, the New Haven community and key stakeholders far beyond campus (measured through a diverse set of quantitative outputs and qualitative outcomes created by student startups, ventures and projects) – **Status: substantial progress**

*Metrics for these and other objectives can be seen below the Chronological Development & Milestones table shown on page 2*



### KEY STAKEHOLDERS

The center serves students from across Yale’s campus through programs, mentorship, and funding. During the 2020-2021 academic year, the center supported more than 130 student projects defined as for-profit, non-profit or hybrid ventures, or special student-driven innovation initiatives. Participating students represent all 14 schools on Yale’s campus and more than 70 different majors and programs. The center also hires and trains more than 60 student employees every year to help deliver its programming and has convened a *Student Advisory Board* comprised of 16 undergrad and graduate student leaders who serve as key advisors with the aim of centering student needs and voices in the center’s work.

### Center Staff, Yale Alumni, Faculty and friends of Yale:

Twelve full-time staff members and one faculty director comprise the team executing the center’s objectives (see organizational chart in the Appendix). In addition, the center has engaged other key stakeholders to fulfill its mission. Yale alumni currently comprise 80% of the 520+ volunteer mentors supporting student projects and activities and also provide support to the center programs via established shared-interest groups (e.g. AccelerateYale.Org, a New York based entrepreneurial alumni group). Experienced entrepreneurial or innovation professionals (3 or 4 hired every year) are also matched as venture advisors to help guide student teams participating in the center’s Accelerator and Summer Fellowship programs and curriculum. Faculty members and professional staff from different schools and departments at Yale have also regularly engaged with the center to develop, share or deliver content and specific training for students, and sometimes staff. A growing number of local innovators, entrepreneurs, researchers, artists, activists, and community leaders have become core members of the extended network supporting students on campus.

### Campus-wide strategic partnerships and relationships beyond Yale:

In order to improve the experiential value provided to Yale students, the center has established key collaborations and partnerships both locally and, since 2018, internationally. For example, collaborations with the Global Network for Advanced Management - comprised of 32 business schools from 30 different countries, Yale-NUS in Singapore and Lignan University College in China, allowed the center to deliver its first virtual programs inviting Yale students to work in teams with international students. Other salient collaborations for center programs include multi-session intensive programs with the United Nations, The Brookings Institution, Ashoka, and L’Oreal.

## TSAI CITY CHRONOLOGICAL DEVELOPMENT, MILESTONES & SUSTAINABILITY PLAN

Program Development	Emergence				Sustainability
	2017-2018	2018-2019	2019-2020	2020-2021	2021 onwards
Created Tsai Center for Innovative Thinking	◆				<div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Secure and steward financial resources – <i>Status: achieved</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Build and develop a leadership team – <i>Status: achieved</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Secure student and community support – <i>Status: achieved</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Develop strategic collaborations at Yale and beyond – <i>Status: substantial progress</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Align assets to improve Yale's innovation infrastructure – <i>Status: substantial progress</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Be adaptable and flexible to opportunities and challenges – <i>Status: achieved</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center; margin-bottom: 10px;">Evaluate environmental changes in the ecosystem – <i>Status: substantial progress</i></div> <div style="text-align: center;">↓</div> <div style="border: 1px solid black; border-radius: 10px; padding: 5px; text-align: center;">Create focused action plans and deliver results – <i>Status: achieved</i></div>
Formed Student Advisory Board (45 members)	◆				
1 <sup>st</sup> Startup Yale Pitch Competition & Conference	◆				
WE@Yale (women entrepreneurs) launch	◆				
Creation of student innovation fund	◆				
Launch of Intensives program (13 offerings)	◆				
Accelerator (2x) & Summer Fellowship	◆				
Yale Entrepreneurship Collaborative	◆				
Center engages 11% of Yale's student body		◆			
Mentors network scales up to +200 members		◆			
Growth of intensives program (15 offerings)		◆			
Workshops offering scales up to 52 offerings		◆			
Open community events start		◆			
Yale Helix launched (students/clinicians)		◆			
Blockchain working group starts		◆			
Launch of Yale OpenLab		◆			
Launch of Knowledge Equity Initiative		◆			
Creation of Arts & Media Innovation Awards		◆			
Critical Innovation Fund		◆			
Fail Night launch		◆			
Future Teachers of Color Working Group		◆			
Innovative Mindset for Wellness Series		◆			
Inclusive Economic Development Series		◆			
Founder stories: Tools for building teams		◆			
Spark Sessions		◆			
Paper to Prototype: App Design Bootcamp			◆		
Launch of Innovator's Toolkit Series			◆		
Mentors network scales to +400 members			◆		
MIT Space Exploration Initiative			◆		
Yale Innovation Remix Exhibit			◆		
Yale Pitch Slam			◆		
Global Innovation Speakers			◆		
Open Climate Collabathon			◆		
VentureWell DEI study – Tsai CITY ranked Top 10%			◆		
Accelerate Yale relaunch			◆		
Yale Foodie Meetups			◆		
Black Innovator Talks			◆		
New Launch Pad venture development program				◆	
Venture Advisor Program				◆	
Creation of student catalyst fund				◆	
Mentors network scales to +500 members				◆	
100% of programs go virtual (due to Covid-19)				◆	
1 <sup>st</sup> International Intensive (corporate innovation)				◆	
Redesigning markets fo value Black-owned assets				◆	
Expansion of asynchronous/online/on-demand content (video, podcasts, Canvas, other platforms)				◆	

◆ = program started on this year

### KEY METRICS FOR 2020-2021 (A COVID-19 YEAR)

#### Student engagement / Impact

- Projects catalyzed/accelerated: +130
- Increase in teams supported: +95%
- 890 participating students
- 246 faculty/staff participants
- 1713+ attendees in community events
- 84 speakers
- Startup Yale: 1670 attendees
- WE@Yale: 390 attendees
- International Intensive: 166 students

#### Experiential value

- 9.4 NPS Score in community events
- Mentor feedback forms: 151

#### Annual student funding

- Cumulative 2017-2021: \$1.4m

#### Pivoting to Virtual

- Asynchronous videos: 50
- Podcasts: 4 (over 2000 listeners)

#### Mentors network

- Volunteers: 527
- Office hours sessions: 810
- 80% of mentors are Yale alumni
- 42% of mentors identify as a woman
- 57% of mentors identify as BIPOC

## MAJOR ACHIEVEMENTS SINCE OPENING

**Rapid learning and adaptation during launch:** In fall 2017, the center launched with a small core team with capacity in program management, operations, and communications; this core team was strategically complemented by a lineup of fellows and mentors-in-residence who brought specific expertise to engagements such as office hours, experimental programs, and targeted center-wide projects. This flexible team structure allowed many opportunities to learn from experimentation as the center moved toward a portfolio of signature programs, with its core team expanding support for strategic growth, and with fellowship and expert mentor programs becoming defined in parallel.

**Convening broader networks:** In fall 2019, the center helped catalyze several network-building programs. Two initiatives incubated at Tsai CITY, the Knowledge Equity Initiative and the Yale OpenLab, moved into their next phase with high-impact events. In partnership with the Yale World Fellows Program, the Knowledge Equity Initiative brought together global leaders to share their perspectives with students and a diverse audience at the Global Innovation Symposium in September. In November 2019, the OpenLab organized a “collabathon” focused on building open-source blockchain tools for climate accounting. Teams from New Haven, Singapore, Berlin, Paris, and at least five other locations took part, and the project was presented during the 2019 UN Climate Change Conference in Madrid. These globally minded initiatives played a key role in starting more network-building efforts in 2020 within the Yale community and beyond, such as the launch of Yale Angels, an alumni-led angel investing network, a partnership with Ashoka and the Brookings Institution to run a live, online intensive on redesigning markets to value Black-owned assets, and the virtual delivery of the Innovation from the Inside intensive, which focused on intrapreneurship and welcomed 166 students from across Yale and from 15 global universities (all of which have relationships with Yale).

**Expanding venture development pathways:** In fall 2020, the center welcomed an inaugural cohort of 21 student teams to the Tsai CITY Launch Pad. Developed to expand opportunities for the very earliest-stage student innovators, the Launch Pad provides curriculum and mentoring to teams who have begun prototyping their ideas, but have yet to demonstrate traction. As the Launch Pad was designed, the center’s staff also refined the full portfolio of venture development programs, streamlining the application process, eligibility criteria, and curriculum across the Launch Pad, Accelerator, and Summer Fellowship to create a clear pathway through which students can advance. Overall, 36 teams were accepted to the center’s venture development programs in the fall semester of 2020, representing a 140% increase in ventures supported per semester. As the center continues to see significant student demand for these programs, this increased capacity is a major success.

## WHAT IS NEXT

In August 2020, the center reached a key milestone: the completion of construction on its home, a 12,500-squarefoot space on Becton Plaza, centrally located on the university’s campus. Although COVID-19 delayed the welcoming of students to the building, the center is eagerly preparing to welcome students for Fall Semester 2021. Also last fall, the center welcomed a new faculty director: Anjelica Gonzalez, associate professor of biomedical engineering. Bringing deep expertise in interdisciplinary STEM research, innovation and entrepreneurship, mentoring, and diversity and inclusion, Gonzalez is an ideal faculty voice to help guide the center to next phase of realizing the vision to become a co-curricular hub of creative activity at the very heart of Yale’s new innovation corridor. The center is an strategic and sustainable investment that is uniquely positioned to contribute to Yale’s vision of collaboration for impact in areas where the university has cultivated and continues to cultivate innovative, multidisciplinary thinking among all its present and future students.

## DISTINGUISHING CHARACTERISTICS

- **Tsai CITY builds ecosystems for innovation, not just startups.** Throughout Tsai CITY’s creation process, campus partners took part in conversations on how the center could serve as a cross-sector convening point, building on the existing but disconnected ecosystem of innovation at Yale. The center has helped lead the Yale Entrepreneurial Collaborative ([entrepreneurship.yale.edu](http://entrepreneurship.yale.edu)) with maintaining close partnerships and managing key shared programs, such as Startup Yale.
- **Tsai CITY creates impact beyond profits.** Often through partnerships with other campus partners, such as the Center for Business and the Environment at Yale ([cbey.yale.edu](http://cbey.yale.edu)), Tsai CITY supports student projects that tackle environmental, social, and governance problems affecting society. The Climate Solutions Generator and the Knowledge Equity Initiative are examples of how the center trains students to use their Yale education as a tool for good in the world.
- **Tsai CITY provides an enriching space for students to join and flourish in the creator economy.** At Tsai CITY, students learned to think beyond the common perceptions of innovation and use their creativity in non-traditional ways, using social media and digital platforms to provide valuable experiences to their followers around the world. During pandemic times, the center has dedicated an innovation fellow, additional team members and programs like Beyond the Studio to support these efforts.
- **Tsai CITY invests in interdisciplinary collaboration and innovation.** The center has a solid track record of providing non-dilutive funding to student innovators (from 2017 to 2021, Tsai CITY has given a total of \$1.4m in grants to students).
- **Tsai CITY’s approach is based on dialogue with Yale students and a shared appreciation for innovation.** Tsai CITY is staff-led and student-centered, which means that it values and structures mechanisms for student input for its programs. The Student Advisory Board and other engagement opportunities with participating students provide the needed feedback to deliver high value in all programs.
- **Tsai CITY offers multiple points of entry to innovation pathways.** The center is able to adjust its programming to welcome entrepreneurs, intrapreneurs, civic innovators, creatives, and explorers in seeking learning opportunities and support for their innovations.
- **Tsai CITY operationalizes equity and inclusion in all its programs.** The center has been ranked by VentureWell amongst the top 10% of innovation programs in the country to articulate and deliver a genuine commitment to diversity, equity, and inclusion practices.

# tsai center for innovative thinking at yale

aims to inspire students from diverse backgrounds and disciplines to seek innovative ways to solve real-world problems

## HOW IT STARTED



Tsai CITY's launch was made possible by a flagship gift from the Joe and Clara Tsai Foundation. Joseph Tsai, a Yale College and Yale Law School alumnus, viewed this gift as a tribute to the formative role that innovative thinking played in his own path, including his role as the co-founder and executive vice chair of Alibaba Group.

## Tsai CITY fosters interdisciplinary collaboration within Yale



The Yale Entrepreneurship Collaborative -powered by Tsai CITY. Go to Website: <https://entrepreneurship.yale.edu>



**FIVE \$10K+ PRIZES FOR YALE INNOVATIONS**

Startup Yale brings together Yale's biggest entrepreneurship awards in two days packed with pitches, prizes, and world-changing ideas. Grounded in inclusivity and impact, Startup Yale is a crossroads for a new kind of innovation ecosystem.

### CAMPUS PARTNERS



## Tsai CITY provides experiential learning beyond Yale campus



The New Haven Civic Innovation Prize, launched in spring 2020 with the City of New Haven, is a \$10,000 cash prize awarded to the best student-led venture, project, or policy focused on benefiting the city of New Haven.



The Annual NYU-Yale Summer Accelerator Pitchoff is a friendly pitchoff competition before a panel of experts which showcases six seed-stage startups from NYU and Tsai CITY.



The Open Climate Collabathon is an open event incubated at Tsai CITY in 2019 that mobilizes a global network of Universities, civic tech groups, startups and youth to collaborate and crowd-develop digital solutions for climate accounting and transparency aligned with the Paris Agreement.



The Global Innovation Symposium, organized in fall 2019 in partnership with the Maurice R. Greenberg World Fellows Program, brought to Yale leaders from around the globe to demonstrate how to drive change across industries and regions.



The Innovation from the Inside intensive focuses since 2020 on intrapreneurship and private-private partnerships for students from across Yale and from 15 global universities (all of which have relationships with Yale). The program brings together students in countries from Kenya to Singapore for guest lectures, lively conversations, and project work.

# SIGNATURE PROGRAMS



## Launch Pad

Test and launch your venture: the Tsai CITY Launch Pad guides students and teams with innovative ideas through the process of developing their idea and preparing to prototype, through self-paced content, coaching, and community building.

**44** TEAMS    **15** MENTORS    **30+** THEMATIC OFFICE HOURS



## Accelerator

Advance your venture: Tsai CITY's Accelerator, which runs every fall and spring semester, guides students and teams with innovative ideas through the process of building effective organizations, projects, and ventures through workshops, mentorship, and funding.

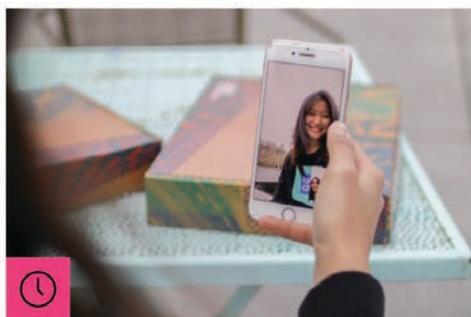
**30** TEAMS    **64** MENTORS    **90+** THEMATIC OFFICE HOURS



## Summer Fellowship

Amplify your venture: The Tsai CITY Summer Fellowship is a multi-week, full-time accelerator to incubate new companies, nonprofits, and initiatives. The fellowship includes \$15,000 for each team, along with a rigorous sequence of workshops, sprints, mentorship, coaching, and pitch opportunities.

**15** TEAMS    **39** MENTORS    **300+** NYU-YALE PITCHOFF AUDIENCE



## Innovator Teams

These small groups of innovators will meet weekly to help each other with their ventures and ideas, offer support, and provide shared accountability.



## Innovator's Toolkit Workshops

The Innovator's Toolkit is a series of free workshops focused on key skills for innovation.



## Beyond the Studio

In a spring 2021 collaboration with Yale Schwarzman Center, Tsai CITY will present a series of talks, workshops, and discussions by artists whose practices spill into media outlets, social justice platforms, marketplaces, startups, and cultural institutions.



"Why aren't we thinking about how we can strategize around what gives us energy?"

Watch Joseph Catrino's Managing Your Energy workshop >>

Total number of Open Events/Workshops during 2020-2021: 83  
 Total number of registrants = 6428  
 Total number of participants = 2964

# TSAI CITY INTENSIVES

Intensives offer hands-on learning experiences that go deep on specific themes and topics. These programs bring together students from across campus to build skills in a weekend, or over a series of sessions as part of an intensive cohort.

## SAMPLE LIST OF INTENSIVES

### PLACEMAKING

*an exploration of PUBLIC ART and TACTICAL URBANISM as forms of social, economic, and political empowerment*

An eight-week intensive in designing equitable creative placemaking interventions specific to the neighborhoods of New Haven, Connecticut

TSAI CENTER for INNOVATIVE THINKING at YALE

### FOOD INTENSIVE FINALE

Tuesday, 3/6, 7pm  
Nick Chagal Theater  
241 Elm Street

### Fermentation Intensive

10.26, 11.2, 11.9, 11.30

Explore the industry, research, and entrepreneurial path to fermentation expertise.

Apply by October 16th  
tsai.city@yale.edu

Yale Longitude Lab  
TSAI CENTER for INNOVATIVE THINKING at YALE

### Calling all STEM innovators!

L'ORÉAL RESEARCH & INNOVATION

tsai center for innovative thinking  
YALE CENTER FOR ENGINEERING INNOVATION & DESIGN

## PRODUCT DEVELOPMENT INTENSIVE

Come learn about the full product design process from L'Oréal's top leaders, and gain hands-on experience developing a product.

What you can expect:

- A cohort of like-minded peers from across the university.
- Dedicated mentorship from industry experts.
- The opportunity to present the final product to L'Oréal leadership.
- 4 hours/week of group work from September 23–December 2, 2021.
- Attendance at all working sessions and the final presentation is required.

Application due September 12, 2021.

Questions? Contact [kassie.tucker@yale.edu](mailto:kassie.tucker@yale.edu).

Sign up at [city.yale.edu/programs](http://city.yale.edu/programs)

# COMMUNITY EVENTS & CAMPUS OUTREACH



**“Who is under-represented in this program currently (or in past iterations)? Is your lineup of speakers, judges, or other key guests diverse?”**

– Questions from Tsai CITY’s SERJ framework

Yale innovators: connecting perspectives to reimagine the patient experience.

Remixed

## One out of four.

That’s how many FES students engaged with Tsai CITY last year — building ventures, diving into topics from fermentation to data science, attending inspiring talks, and more. **Whether you have an idea or you just want to explore, let’s innovate together.**

Start exploring: [city.yale.edu](http://city.yale.edu)

TSAI CENTER for INNOVATIVE THINKING at YALE

## From mobile apps to mobile acts.

Last year, YSPH students worked with Tsai CITY on projects from a traveling theater production on first responders’ mental health to a mobile app connecting youth experiencing homelessness with key resources. **Whether you have an idea or you just want to explore, let’s innovate together.**

Start exploring: [city.yale.edu](http://city.yale.edu)

TSAI CENTER for INNOVATIVE THINKING at YALE

## From policy to prototypes.

Last year, Yale Law School students connected with Tsai CITY in diverse ways, from diving into policy and social movements to incubating ideas for addressing climate change. **Whether you have an idea or you just want to explore, let’s innovate together.**

Start exploring: [city.yale.edu](http://city.yale.edu)

TSAI CENTER for INNOVATIVE THINKING at YALE

## Innovative thinking — for business and society.

Last year, SOM students connected with Tsai CITY in diverse ways, from building ventures and nonprofits to diving into topics like virtual reality, the future of food, the role of lived experience in social impact, and more. **Whether you have an idea or you just want to explore, let’s innovate together.**

Start exploring: [city.yale.edu](http://city.yale.edu)

TSAI CENTER for INNOVATIVE THINKING at YALE

# OPERATIONALIZING EQUITY AND INCLUSION

In 2020, we received a strong affirmation from a study for VentureWell, which found Tsai CITY to be a diversity, equity, and inclusion (DEI) leader among nationwide innovation and entrepreneurship programs. Our **SERJ (Social Equity and Racial Justice) framework** is a set of guiding questions meant to help shape programs, intensives, and other longer-term experiences. We use our SERJ tool to guide collaborative conversations between programs and communications staff, during which best practices and recommendations are documented.



Tsai CITY Community Norms



## Welcome

### Land Acknowledgment

We acknowledge that indigenous peoples and nations, including Mohegan, Mashantucket Pequot, Eastern Pequot, Schaghticoke, Golden Hill Paugussett, Niantic, and the Quinnipiac and other Algonquian speaking peoples, have stewarded through generations the lands and waterways of what is now the state of Connecticut. We honor and respect the enduring relationship that exists between these peoples and nations and this land.

### Feedback

One of CITY's core commitments is to inclusivity across all dimensions of diversity. Fostering meaningful inclusivity is essential to our work: we actively seek to create spaces in which everyone feels they belong and are supported.

If we say something you find inappropriate, you want to show appreciation for an aspect of our work, or you need anything else said/done/provided to make you feel *truly welcome*, please get in touch! **We want to learn together.**

Welcome slide for all events at Tsai CITY



March 27, 2020

Dear Mr. Tsai:

Quality Evaluation Designs (QED) offers this letter on behalf of the Yale Tsai Center for Innovative Thinking, in consideration of its outstanding support of diversity, equity, and inclusion.

During Fall 2019, Quality Evaluation Designs (QED) conducted a study for VentureWell, in which we surveyed the Innovation and Entrepreneurship (I&E) ecosystem nationwide to identify best practices related to diversity, equity, inclusion (DEI). QED identified 100 I&E programs, based on national lists and recommendations from experts in the field. We then scanned the websites of those programs, rating each for its reflection of DEI indicators: *Images/photos of diverse students, governing body mission statement, I&E Center mission statement, programs for underrepresented minorities and women that promote DEI, and other evidence of DEI.* Based on our results, we interviewed leaders of 15 I&E programs nationally, 10 of which scored above the mean on our desk scan rubric.

The Tsai Center ranked 9th of 100 programs in our desk scan. Our joint interview with Tsai Center leaders, Ms. Clare Leinweber and Mr. Onyeka Obiocha, confirmed that the DEI evidence we identified on the website was strongly supported in the Tsai Center's philosophy, administration, programming, and outreach. The Tsai Center leaders articulated several strategies both common among I&E programs with a genuine commitment to DEI, as well as innovative practices that could be adopted by other institutions. The interview provided rich quotes that enriched our study as well as shaped and informed the *Broadening Participation Framework* that comprises the core deliverable of our final report.

We believe that the Yale Tsai Center for Innovative Thinking is a leader among I&E programs nationwide for strategies and practices that support diversity, equity, and inclusion.

Sincerely,

Dr. Lynette Parker, Senior Consultant

Dr. Gary Lichtenstein, Founder & Principal

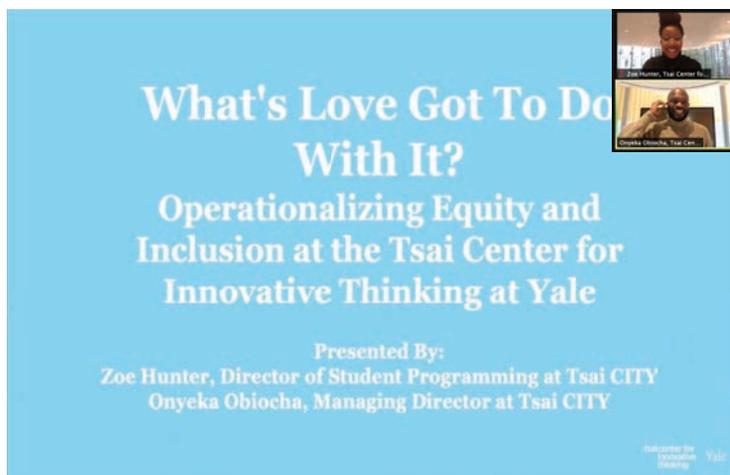
Quality Evaluation Designs

Quality Evaluation Designs

Letter from Quality Evaluation Designs summarizing their findings regarding Tsai CITY's DEI and SERJ (Social Equity and Racial Justice) practices



Screenshot of the bias training to be completed by pitchoff judges and application reviewers (Kirwan Institute for the Study of Race and Ethnicity)



In fall 2020, Tsai CITY's managing director, Onyeka Obiocha, and director of student programming, Zoe Hunter, shared some of these practices in a talk at the Global Consortium of Entrepreneurship Centers (GCEC). They focused their talk around three branches of our work: representative leadership, informed empathy, and inclusive participation.

# KEY STAKEHOLDERS

## Student Leadership

Tsai CITY’s Student Advisory Board (SAB), composed of students from across Yale’s campus, plays a key role in shaping our work. Collectively representing a diversity of Yale experiences, these students offer insight and feedback on Tsai CITY programs, policies, and priorities.



## Student Employees

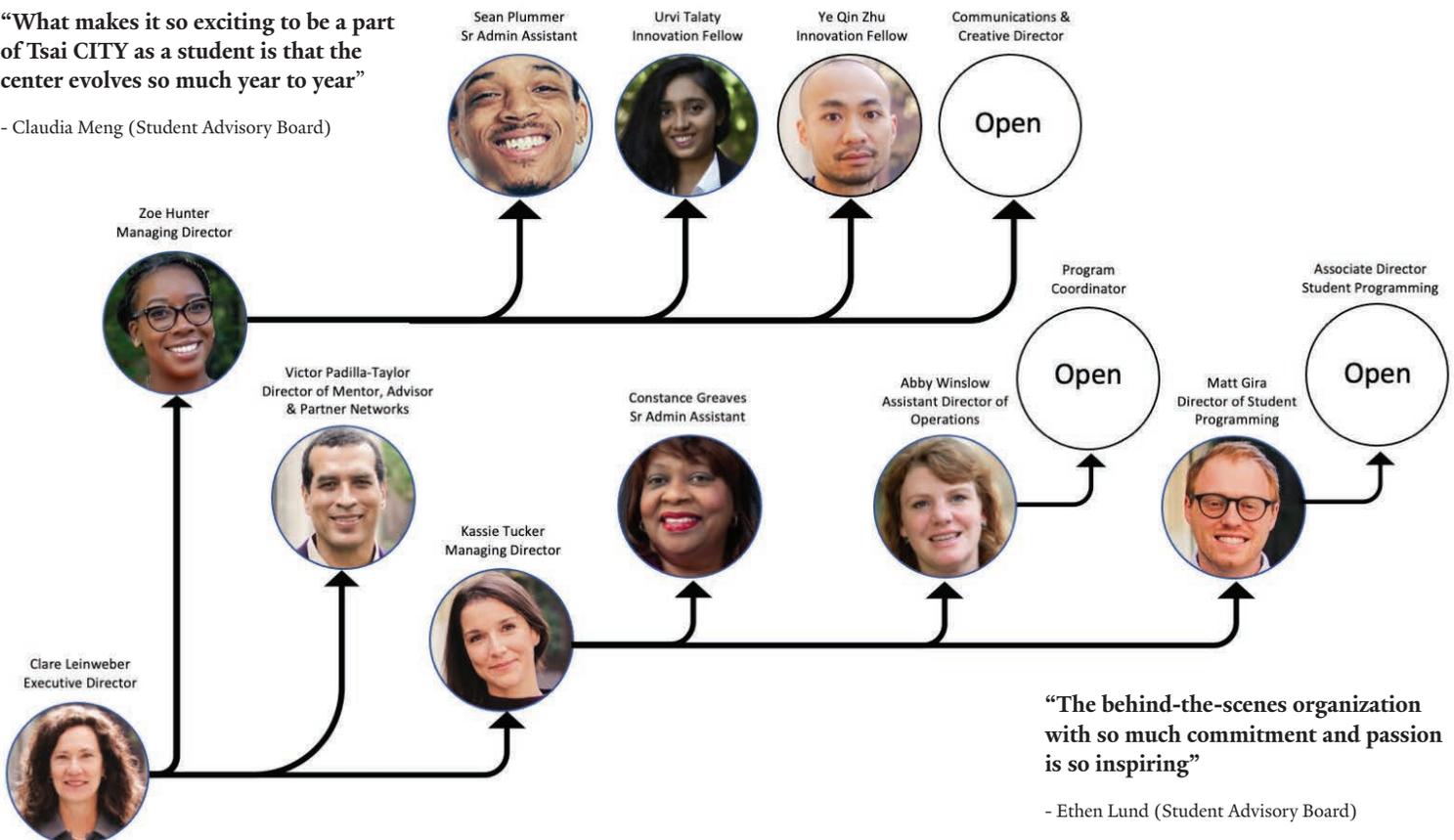
Valued team members who help power Tsai CITY’s programs and operations



## Tsai CITY Staff

“What makes it so exciting to be a part of Tsai CITY as a student is that the center evolves so much year to year”

- Claudia Meng (Student Advisory Board)



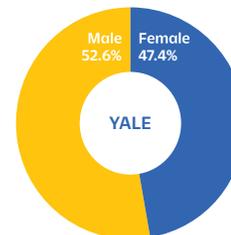
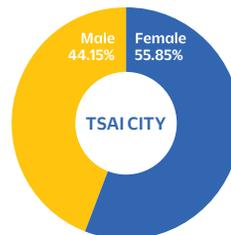
“The behind-the-scenes organization with so much commitment and passion is so inspiring”

- Ethen Lund (Student Advisory Board)

# KEY STAKEHOLDERS (continuation)

## Student Community

	TSAI CITY	YALE
White	29.02%	41.6%
International Students	25.37%	21%
Asian	19.76%	15.25%
Hispanic or Latino of any race	10.24%	10.5%
Black or African American	8.78%	6%
Two or more race	5.37%	5.85%
Unknown	0.73%	0.8%
American Indian/Alaska Native	0.49%	0.3%
Native Hawaiian or other Pacific Islander	0.24%	0.1%



**14**  
SCHOOLS REPRESENTED

**70+**  
MAJORS/PROGRAMS REPRESENTED

**130+**  
PROJECTS CATALYZED THIS YEAR

EXCERPT FROM THE 2019-2020 ANNUAL REPORT

## Faculty

### SAMPLE LIST OF ENGAGED PROFESSORS



Anjelica Gonzalez  
Engineering  
Tsai CITY Faculty  
Director



Rodrigo Canales  
Innovation  
Management



Teresa Chahine  
Social  
Entrepreneurship



Heidi Brooks  
Organizational  
Behavior



Song Ma  
Entrepreneurship  
Finance



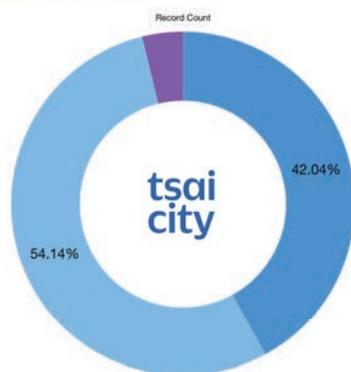
Laurie Santos  
Psychology  
(Happiness Course)



Astrid Baumgardner  
School of Music

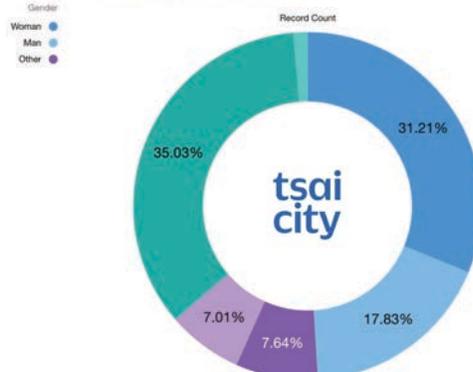
## Mentors Network & Venture Advisors

Mentor Diversity Data on Gender Identity



[View Report \(Mentor Diversity Data on Gender Identity\)](#)

Mentor Diversity Data on Race-Ethnicity



[View Report \(Mentor Diversity Data on Race-Ethnicity\)](#)

**4**

VENTURE ADVISORS

**527**

MENTORS IN NETWORK

**80%**

OF MENTORS ARE YALE ALUMNI

# KNOWLEDGE CURATION and CREATION

## ONLINE MULTIMEDIA PROJECT (IN COLLABORATION WITH THE YALE CENTER FOR BUSINESS AND THE ENVIRONMENT)









### INDUSTRIAL ECOLOGY

Industrial Ecology studies the movement of materials and energy through systems at different scales (from factories, to value chains, to cities and whole economies), seeking ways to conserve and reuse resources.

### CARBON REMOVAL

Carbon removal is the process by which humans actively and intentionally remove carbon dioxide (CO<sub>2</sub>) from the atmosphere and store it in plants, soils, oceans, geological reservoirs, or in long-lived products like cement.

Industrial ecology is a field of study that explores how things are made, used, and where they end up. Its meaning can be broken up: "industrial" and "ecology." "Industrial" tells us this field focuses on people and industry, dealing with material goods, nations, businesses, manufacturers, and consumers. "Ecology" tells us this field focuses on an interconnected system: how the players interact and move around resources (energy, water, and materials) to make goods in less wasteful ways, while decreasing environmental impacts. All together, industrial ecology looks at how physical resources move through industrial systems: from raw material extraction, to use and manufacturing, to ways to reuse and recycle.

**Curated by:**



**Marian Chertow**  
Director of the Center for Industrial Ecology at the Yale School of the Environment, Associate Professor of Industrial Environmental Management

**With help from:**  
Claire Goydan

Carbon removal is the process by which humans actively and intentionally remove carbon dioxide (CO<sub>2</sub>) from the atmosphere and store it in plants, soils, oceans, geological reservoirs, or in long-lived products like cement. Carbon removal actions are typically distinct from important, natural CO<sub>2</sub> uptake processes; rather, carbon removal focuses on direct removal initiated through human intervention.

There is a wide range of popular carbon removal strategies. Some are entirely focused on enhancing natural systems, some deploy high-tech engineered solutions, and others combine engineering with natural approaches. Technologies used to remove carbon are sometimes referred to as "negative emissions technologies (NETs)" or "carbon containment", due to the ability of those technologies to remove CO<sub>2</sub> from the atmosphere and contain it in geologic reservoirs and terrestrial ecosystems. <sup>1</sup>

**Curated by:**

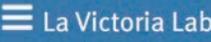


**Dr. Anastasia O'Rourke**  
Managing Director  
Yale Carbon Containment Lab

**With help from:**  
Claire Goydan

Beyond the Buzzwords is a multimedia project in which Yale-connected experts break down some of the buzzwords often used in sustainable innovation, via a carefully curated set of explanatory resources. Go to website: [www.beyond-buzzwords.com](http://www.beyond-buzzwords.com)

## ONLINE CASE STUDY (IN COLLABORATION WITH THE YALE SCHOOL OF MANAGEMENT)



Yale School of Management Case Study #20-027





For five years, La Victoria Lab had been working to chart new paths for Intercorp, Peru's largest conglomerate. Nonetheless, the question remained: how could the innovation center best add value to the company?

Read Introduction >

Raw cases are also designed to enable faculty to break through the traditionally "siloe" approach to business problems. They replicate the way that individuals access and use information in the real world using a web-based platform also allows students to view, search, absorb, and analyze the material in a non-linear manner.

# FUNDING STUDENT INNOVATION



## Student Exploration Fund

The Student Exploration Fund is to allow students to explore innovation and entrepreneurship. If you have just an idea that might solve a real-world problem, the Student Exploration Fund is for you. We want students to swing for the fences. Grants can be up to \$500 with the Student Exploration Fund.



## Student Milestone Fund

The Student Milestone Fund is to help students build all or part of a solution to at least part of the problem they are solving. The intent of the Student Milestone Fund is to move an idea, initiative, or venture forward to a significant step forward. Grants can be up to \$2,000 with the Student Milestone Fund. Students may use up to \$1,000 of their Student Milestone Fund application for anything related to daily



## Student Ecosystem Fund

The Yale Innovation Ecosystem may include events, clubs, or any other creative initiative that helps students at Yale be part of innovation. With this fund, we only match funds up to \$500.

**Startup Yale**

**\$ 435,000**

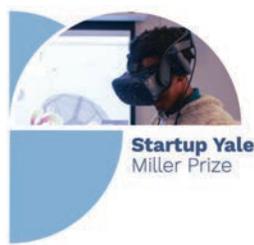
STUDENT GRANTS  
(2018-2021)

The Startup Yale prizes are Yale's biggest entrepreneurship awards. Offering grants of up to \$25,000, the prizes are designed to support world-changing ideas from Yale students. The prizes share a single application, and prize finalists compete in pitchoffs in a lively event each spring.

Several member centers of the Yale Entrepreneurship Collaborative offer prizes that focus on fields including sustainability, health, and education. Tsai CITY manages four prizes.



For solutions to medical challenges



For innovative tech or tech-enabled solutions



For advancing environmental sustainability



Awarded to for-profit or non-profit projects or ventures with potential to produce the greatest impact



For projects benefiting New Haven, Connecticut



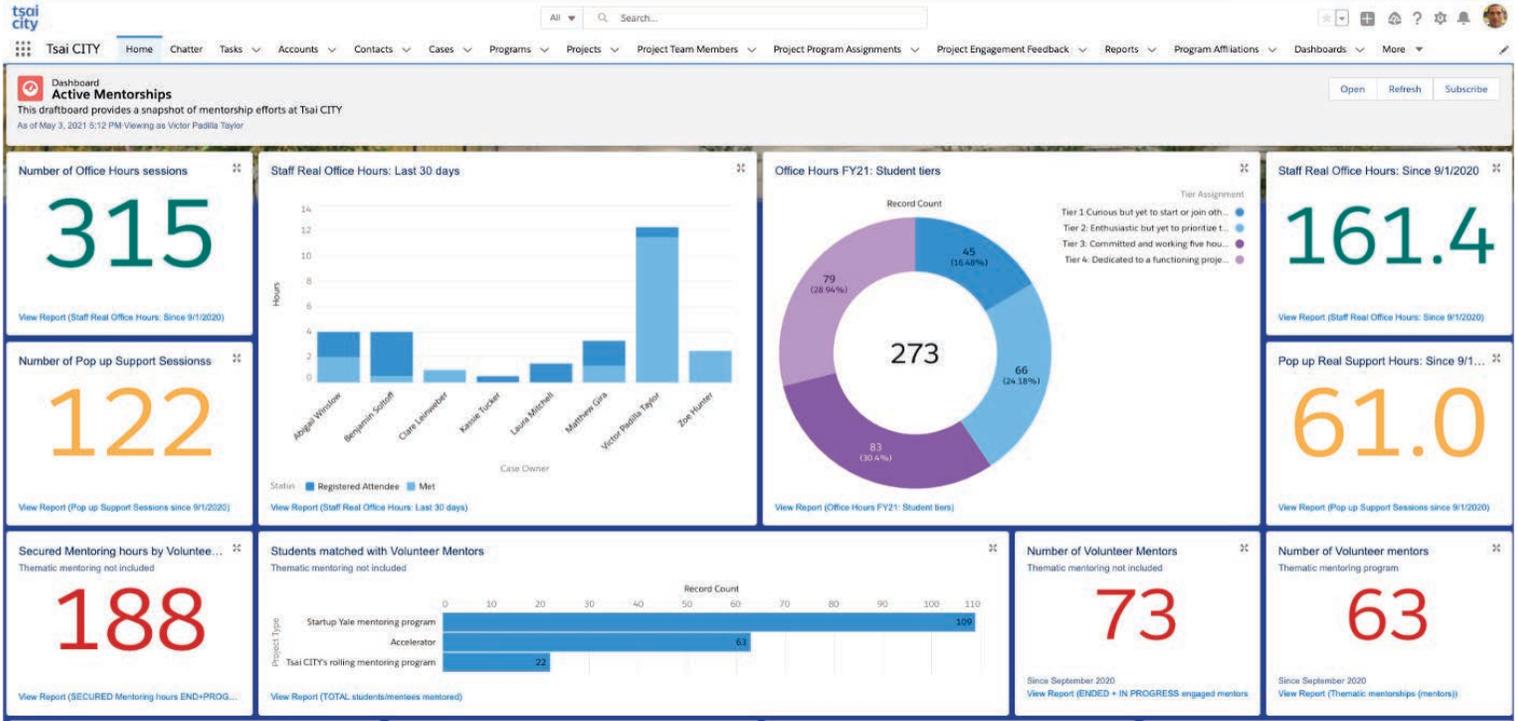
For solutions addressing health disparities



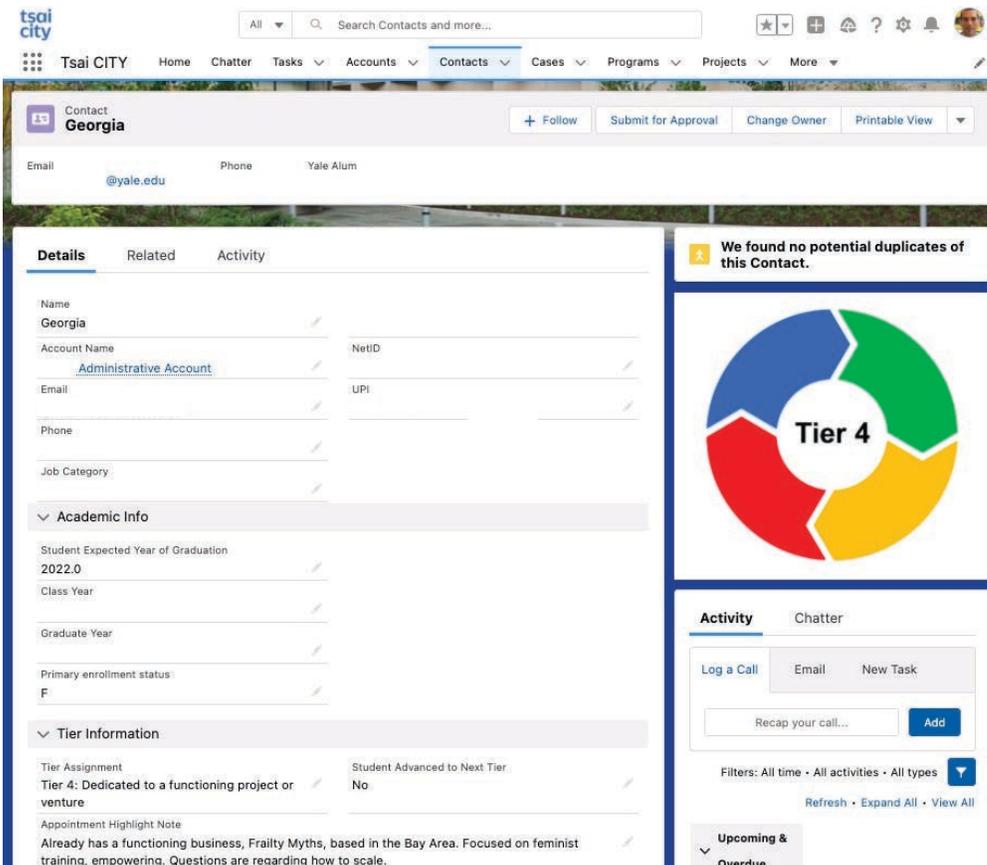
For social innovation in health or education

# INVESTING IN INNOVATION MANAGEMENT

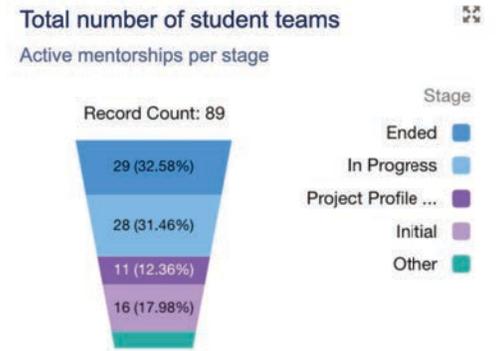
This year Tsai CITY implemented **Salesforce EDA (Education Data Architecture)** to introduce automation and enable us to scale and manage our growing programs.. This tool has allowed our program managers to track student engagement, project and venture readiness, and mentoring feedback, while providing a strong set of key performance indicators and dashboards to better serve Yale students. Tsai CITY has enlisted more than 500 mentors, center staff members and other supporters in our activities, all while streamlining our processes for vetting mentors, matching participants, and capturing feedback.



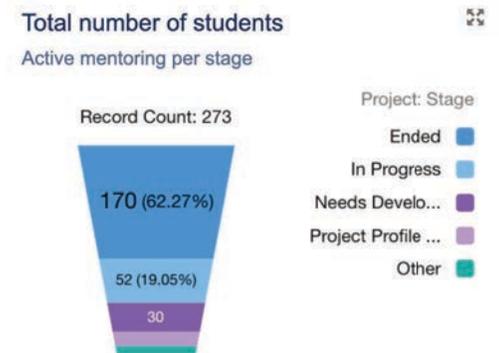
Salesforce dashboard for active mentorships



Partial view of a student record within Salesforce



Partial views of a graph report within Salesforce (engaged student teams)



Partial views of a graph report within Salesforce (engaged students)

In August 2020, the Tsai Center for Innovative Thinking at Yale (Tsai CITY) reached a milestone: the completion of construction on our new home, a 12,500-square-foot space RIGHT AT THE CENTER of Yale Campus



FOR A VIRTUAL TOUR OF TSAI CITY'S NEW HOME, PLEASE VISIT

<https://city.yale.edu/our-space>

Tsai Center for Innovative Thinking at Yale 17 Prospect Street, New Haven, CT 06510