I have previously described my vision and objectives for the YSPH and general strategies for achieving greater excellence in the three major types of activity in which faculty and staff are engaged: research, education, and public health practice. In the two years since I started as Dean, we have made substantial progress, but a great deal of work still needs to be done. Last year, I decided that since I had been at Yale almost two years, it would be a good time to assess systematically where we are, what we are doing well, and what improvements we should focus on. To that end, I hired an expert in academic organizations and strategic planning to help address these issues. The consultant interviewed 24 faculty and staff at the School of Public Health, as well as Carolyn Slayman, Deputy Dean at the School of Medicine and Stephanie Spangler, Deputy Provost for Biomedical and Health Affairs. Below I summarize the issues on which I will place special emphasis in the coming year, based on my own priorities and the issues identified by our consultant. They are organized according to the strategic goals specified in my original five-year revitalization plan.

**Strategic Goal: Enhance Research Excellence for Knowledge and Impact**

My objectives regarding our research programs included developing more focused programmatic research programs, encouraging strategic collaborations, and maximizing the excellence of current faculty. Strategies for doing this included reviews of our most problematic divisions, conducting faculty searches by program areas rather than division, establishing a collaborative statistical consulting unit, enhancing scholarship through selective recruitment of leading scholars, and better mentoring of junior faculty.

The two divisions about which the most concerns have been raised by previous reviews were the Epidemiology of Microbial Diseases (EMD) Division and the Global Health Division. We now have conducted new external reviews of those divisions. As a result of the EMD review, we are recruiting a senior faculty member to lead and integrate multidisciplinary research programs that bridge laboratory and field research efforts.

The committee reviewing the Global Health Division recommended that we dissolve the existing Division of Global Health and incorporate its faculty into other Divisions. It also suggested that we recruit additional faculty with a global focus. Finally, the committee recommended that we...
re-constitute the global health track for the MPH and made recommendations regarding that program. (We had previously decided not to enroll MPH students in global health in the fall of 2007 and the fall of 2008 to allow us to improve the program.)

In response to the global health committee recommendations, we have dissolved the Division of Global Health and created a school-wide Global Health Program, currently directed by a global health committee. We also have completely revamped the global health curriculum and plan to admit students to the new MPH concentration in global health in the fall of 2009. We are about to start recruiting two new faculty with global health interests.

One strategy for encouraging and facilitating programmatic scholarship was to conduct faculty searches by program area rather than Division. Faculty searches have been started for experts in HIV and genomics. One of the strongest units to support interdisciplinary research and involve faculty from multiple units at Yale is the Center for Interdisciplinary Research on AIDS (CIRA). When Mike Merson, the previous Dean of Public Health and director of CIRA, decided to leave Yale, he planned to end CIRA activities. To prevent that from happening, I agreed to lead and restructure CIRA. The CIRA reorganization has been completed and a new application for $11,000,000 to support CIRA was submitted to NIMH last January. We have recently been notified that we will soon receive a notice of award for renewed funding of CIRA.

Another objective was to encourage strategic collaborations between YSPH faculty and other faculty in the YSM and the rest of the University. Such an approach is consistent with President Levin’s Fourth Century vision that we “…take advantage of the substantial interconnectedness among our schools, departments, and programs.”

One of the most important and problematic areas of collaboration between the YSPH and other parts of the School of Medicine is biostatistics. Biostatistics is one of the strengths of YSPH and critical to many of the research projects in the School of Medicine. Problems associated with biostatistical collaboration have been discussed for many years but not addressed adequately. We now have general agreement among several parties about an Analytic Sciences Unit that will facilitate collaborative statistical work. We have received permission to recruit a senior scientist to head that unit and are close to finalizing the search for that position. A new initiative that we think will facilitate broader university collaboration is the Global Health Leadership Institute, which will be started this year by Betsy Bradley.

**Priority for 2008-2009**

Although we have made substantial progress in developing initiatives and launching faculty searches, we have not been as efficient or effective as we could be recruiting new scientists. The interviews conducted by our consultant indicated that at least several faculty agreed that we could do a better job recruiting new faculty. Thus, a priority in the coming year will be to redouble our efforts to recruit the best possible scientists. To facilitate these efforts, I have recently reorganized the Dean’s office. The YSPH Deputy Dean, Brian Leaderer, will now be responsible for Faculty Affairs (e.g. recruitment and promotion processes and mentoring) and our Faculty Affairs Coordinator, Alyson Zeitlin, will report directly to him. Alyson will staff
search committees and ensure that activities proceed in a timely manner. Our consultant is working with Brian and Alyson to develop and document new standard operating procedures.

A high priority will be establishing the new biostatistics consulting unit.

In addition to recruiting new faculty, it is important to maximize the excellence of faculty currently at Yale. Since arriving at Yale, we have made several changes in the way we provide information and support to junior faculty and I have asked for a review of mentoring programs throughout the country. Meetings have been held with both senior and junior faculty regarding junior faculty mentoring. The YSPH Appointment and Promotions committee now reviews annually every junior faculty member to identify opportunities for strengthening their research and teaching skills and achievements. However, I still do not think we do an adequate job mentoring young faculty members. Our consultant assessed these issues and there was widespread agreement that we should develop and implement a better, more consistent program for junior faculty mentoring.

**Priority for 2008-2009**

A priority for the coming year is to develop and implement a junior faculty mentoring program. Now that I have reorganized faculty affairs activities in the school, I have asked Brian Leaderer and Alyson Zeitlin to develop by the end of the calendar year a plan and schedule for developing and implementing such a program.

**Strategic Goal: Maximize Student Experiences**

We have made substantial progress in improving student experiences at YSPH. After conducting meetings with students and faculty from all divisions and programs and conducting strategic reviews of our overall education program, MPH program for advanced professionals, and public health practice activities and programs, we have made numerous changes to our curricula, created an Office of Community Health, and appointed an Associate Dean for Academic Affairs. Informal feedback, course ratings, and the interviews conducted by our consultant indicate dramatic improvements in student and faculty satisfaction with the MPH and MS programs. Thus, although we will continue to attend to these issues as a critical part of our mission, and we will continue many of the successful tactics such as routine meetings with students and faculty, this will not be a high priority area for new initiatives this year.

**Strategic Goal: Focus and Coordinate Practice and Service Activities**

Public health practice activities are critical to the mission of the School and the education of its students. My objectives in this area included developing YSPH definitions of service and practice activities, developing a new position description and reactivating the search for a Public Health Practitioner, and developing a sustainable model for community service activities.

In 2007, a committee conducted a comprehensive review of relevant public health practice activities at the YSPH and compared them to faculty and student interests in order to develop a shared vision of public health practice. That committee’s report led to the development of a plan...
that addresses the criteria used by the agency that accredits schools of public health, strengthens the summer internship, and provides students with more flexibility to meet their public health practice requirement. These activities will be organized by a new Office of Community Health.

We also convened a committee to develop a position description for a faculty member to head the new Office of Community Health and launched a nationwide search. That search is nearing successful completion.

Another objective in my revitalization plan was to focus and coordinate domestic activities on programs that have the potential of resulting in improvements in health in New Haven. To that end, we established the Community Alliance for Research and Engagement (CARE) and have submitted several proposals for funding CARE activities.

**Priority for 2008-2009**

Priority activities in the coming year will be to complete the search for, and recruitment of, a professor to head the Office of Community Health and continue the development of the CARE initiative.

**Strategic Goal: Improve Management and Infrastructure**

My strategies for improving the management and infrastructure at YSPH included developing a comprehensive space plan for renovations and new space, developing models of shared resources, improving the effectiveness and efficiency of management at the school, reviewing the functions and operations of the public health library and developing explicit policies for teaching credit and reimbursement for courses at YSPH and other units at Yale.

In my first two years at YSPH, we have completed and are implementing a comprehensive space plan. Several research groups have been moved to increase consolidation, and construction has started at 60 College Street. My initial effort at developing a model of shared resources was to invest in multi-node computing clusters in the W. M. Keck Foundation Biotechnology Resource Laboratory for biostatistics genomics research. We also have purchased a computer server for the new statistical consulting center that will be available to multiple faculty members and staff.

Last year we established a committee to review the activities and functions of the current YSPH library and to think about the most appropriate “library of the future.” Based on recommendations of that committee, we are moving many of our journals and books to off-site storage. Also, starting in 2009, the point of library service will be the Yale School of Medicine library. We will provide personnel and/or funds to support those activities but there will no longer be an on-site library. This should result in significant savings with very little decrease in service.

Based on interviews I conducted with numerous faculty, staff, and students when I first started my position at Yale, I determined that an area that could be improved is administrative and grant support. We have developed and started implementing a staff reorganization plan and created a new position for an administrative supervisor, which was recently filled. We also have been
working to improve the grants management process. Last year, we completed a process redesign project and part of the administrative reorganization is focused on improving and standardizing grant preparation activities.

Priority for 2008-2009

Although we have made many efforts to improve administrative and grant support at the YSPH, the interviews conducted by our consultant indicated that improvements are still needed in administrative and grant support. Thus, a high priority in the coming academic year will be to continue improving the efficiency and effectiveness of our administrative and grant support staff.

Now that our initial space planning is completed, it is clear that even with the space that currently is being renovated, we do not have adequate space for YSPH faculty and staff. Thus, another priority will be to work with Dean Alpern and George Zdru to develop a long-term space plan.

Strategic Goal: Improve the Financial Foundation of School Activities

Objectives related to the financial status of the school included developing a better financial model for allocation of discretionary resources for research and teaching, ensuring that faculty salaries were appropriate in the current “market,” and increasing development activities. Over the past year we have had several faculty meetings to discuss better ways of aligning financial incentives and disincentives with our mission. As a result of those discussions, we have developed recommendations for a comprehensive financial model for the school that we will discuss with faculty and refine in the coming academic year.

In each of the past two years we have conducted an analysis of YSPH salaries compared to other salaries in the School of Medicine and other schools of public health. The reviews indicated that YSPH was compensating faculty at lower levels than comparable institutions. In 2007 and 2008, we increased salaries more than inflation. Comparative data are now reviewed annually.

We have improved our development activities substantially, but more effort is needed.

Priority for 2008-2009

A priority for next year will be to finalize development of a comprehensive financial model that will be presented to all faculty and then the details finalized and implemented during the 2008-2009 academic year. I also will focus more effort on development activities.

Strategic Goal: Create a Recognized and Respected “Brand” for Potential Faculty, Students, and Supporters

To improve “brand awareness” for the school, senior administrators at Yale conducted a careful review of the ways in which different names were used to refer to the school (of Public Health) and department (Epidemiology and Public Health in the Yale School of Medicine). A comprehensive policy for name use has been developed and adopted.
A related objective was to develop a plan to enhance communication. We now hold routine town hall meetings and “random” lunches with staff. An electronic newsletter is now distributed regularly. We also have hired a communications director who will be working on general communications issues and helping us to develop a YSPH magazine.

**Priority for 2008-2009**

A priority in the coming year will be to focus on several communication related issues, including clarifying and communicating a school-wide vision and elucidating the dean’s priorities and timeframes for completion.

**Summary**

The strategic priorities for the coming academic year at the YSPH include:

- Improve the efficiency and effectiveness of faculty recruitments
- Establish a new biostatistics consulting unit
- Implement a junior faculty mentoring program
- Recruit leadership and complete the development of the Office of Community Health
- Continue to develop CARE activities
- Start long-range space planning
- Implement a comprehensive financial model
- Increase development activities
- Launch a comprehensive communication strategy and launch YSPH magazine