Goals and Priorities for the 2011-2012 Academic Year

Yale School of Public Health (YSPH)

Department of Epidemiology and Public Health (EPH)
Yale School of Medicine (YSM)

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This past July marked the end of my first term as Dean of the Yale School of Public Health (YSPH). I came to Yale in 2006 because the position offered a fantastic opportunity to develop the School into a world-class school of public health that would have a positive impact on the health of populations throughout the world. My vision was that YSPH would soon be seen as unquestionably one of the top 5 schools of public health in the world, recognized for its research, education, and service. My strategy for achieving that vision included: enhancing research excellence for knowledge and impact; maximizing student experiences; focusing and coordinating practice and service activities; improving management and infrastructure; improving the financial foundation of School activities; and creating a recognized/respected “brand” for potential faculty, students and supporters.

We have achieved considerable success. Our faculty have been rated as the most scientifically productive school of public health faculty, our PhD program was recently ranked in the top five public health graduate programs in the country by the National Research Council, and we have made substantial improvements in the other areas specified above.

During my second five-year term, I am committed to further supporting the excellence of our faculty through investments in individual development and in the resources they need for success, while continuing to improve our education and service activities. Below I specify the goals I have set for the coming year, as steps in achieving my vision for the school.

STRATEGIC GOAL: ENHANCE RESEARCH EXCELLENCE FOR KNOWLEDGE AND IMPACT

My original objectives regarding our research programs included developing more focused programmatic research, encouraging strategic collaborations, and maximizing the excellence of current faculty. Below I summarize strategies for achieving these objectives.

Division Reviews and Leadership
In the past five years, we have completed external reviews of three divisions: the Global Health Division, the Epidemiology of Microbial Diseases (EMD) Division, and the Environmental Health Sciences (EHS) Division, and made many of the recommended changes.

While we have successfully implemented the majority of reviewers’ suggestions, in the coming year I plan to fulfill one of the remaining recommendations of the EHS Review Committee by
recruiting a world-class senior faculty member to lead the Division of Environmental Health Sciences.

The Yale School of Medicine will support continued faculty recruitment in a way that contributes to the excellence of our research and educational activities and that improves the distribution of ranks across divisions. The appropriate distribution of faculty with different levels of seniority is important to ensure the adequacy of leadership and mentoring for junior faculty, and an orderly development of senior scholars over time.

To use recruiting resources most effectively, we will engage in focused strategic planning in the divisions in which only partial reviews have been conducted (Biostatistics, Chronic Disease Epidemiology, and Health Policy and Administration) and develop plans to continue developing excellence in the divisions that were the focus of external reviews (Epidemiology of Microbial Diseases and Environmental Health Sciences).

Another step in facilitating recruitment, professionalizing faculty leadership, and improving our “branding” is to consider changing the name of the School’s organizational units from “divisions” to “departments,” which will be led by “chairs” rather than “heads.” This naming would be comparable to other Schools of Public Health. It also would allow us to rename programs (i.e. Social and Behavioral Sciences) as divisions, which would be comparable to other schools. Having an organizational description that is consistent and competitive in the field of public health would offer clarity and appeal for faculty and student recruitment and retention.

Collaborative Research

Our first major effort to foster collaborative research was to establish the Yale Center for Analytical Sciences (YCAS). Dr. Peter Peduzzi was recruited to head that unit, which has been extremely successful. After only a year of operation, it now employs 24 new masters and PhD level biostatisticians and is expected to reach a stable financial position within three years.

Other collaborative relationships that we will continue facilitating in the coming year are eco-epidemiology (led at YSPH by Durland Fish), cancer outcomes research (led at YSPH by Susan Mayne), and genomics. In addition, we have reached an agreement with Tom Lynch at the Yale Cancer Center to jointly recruit two new faculty members, one who conducts research in viral epidemiology and one who specializes in outcomes research. We have successfully recruited an outstanding new faculty member in viral epidemiology and are continuing the second search.

Faculty and Staff Development

In general, our faculty members are doing extremely well. Academic Analytics, which published an index of faculty scholarly productivity based on publications, citations, funded research, and awards and honors, ranks the faculty at the Yale School of Public Health as the most productive faculty of all the schools of public health in the country. In the 2011 fiscal year, we received $38,680,755 in federal grant support and $4,993,291 in non-federal support, for a total of $43,674,046. This represents a $3 million increase from last year and is an impressive achievement considering the recent funding climate.
In addition to recruiting new faculty, it is important to maximize the excellence of current faculty. In 2009 we implemented a school wide faculty mentoring program. In the coming year we will continue to monitor and improve that program. This coming fall we also plan to launch a Research Faculty Mentoring Program for Associate Research Scientists and Research Scientists.

We continually strive to improve the diversity of our faculty and support diversity and inclusion among all facets of the YSPH community. In 2011, we held a staff and faculty retreat that provided an opportunity for approximately 150 staff and faculty to hear from faculty about the research being conducted at the School and to foster an environment of collaboration, inclusion and appreciation for the unique contributions made by all. Cross-rank and cross-divisional research initiatives were highlighted, and there were presentations by staff from Yale’s Office of Diversity and Inclusion. The event yielded numerous suggestions for improving the way we can work and grow together more effectively, despite our different locations, roles, and goals. Community building, skill building, communication, common spaces, and best practices emerged as common threads that we will continue to foster in the coming year.

**Data Security**

YSPH is a “non-covered entity” under HIPAA guidelines, but it is essential that the School develop its own policies and procedures for the storage and management of sensitive data that meet Yale’s security standards. We have received recommendations from ITS that will lead to a comprehensive management strategy for sensitive information. A YSPH Data Security Committee, that will be led by Peter Peduzzi, has been appointed. The Committee has been charged with the following tasks:

a. Conduct an inventory of systems, hardware and software, including an assessment of compliance with University data security standards.

b. Develop a multi-year hardware and software replacement and upgrade plan and a budget for funding it. The plan should focus on ensuring YSPH is capable of applying appropriate, University-defined safeguards to sensitive data.

c. Develop a program for ensuring the professional management of all systems and applications with sensitive data, including the use of central University IT resources to address complex computing requirements beyond YSPH’s local capabilities.

**Priorities for 2011-2012**

Engage in focused strategic planning in the Biostatistics, Chronic Disease Epidemiology, and Health Policy and Administration divisions. Develop area specific visions and strategic plans for fostering excellence and leadership in Epidemiology of Microbial Diseases and Environmental Health Sciences divisions.

Focus recruitment efforts in global infectious diseases, cancer outcomes research, health policy and administration, and environmental health sciences (division head).
Develop a proposal to rename existing divisions as departments, and programs as divisions.

Continue to foster cross-University collaborative research such as with the Yale Cancer Center and the Center for Eco-Epidemiology, and support the growth and excellence of the Yale Center for Analytical Sciences.

Continue improving the YSPH Junior Faculty Mentoring Program and implement a Research Faculty Mentoring Program.

Foster professional development, diversity, and inclusion amongst faculty, staff, and students through research collaborations, skill building, community building, communication, the development of common spaces and best practices.

Develop policies and procedures to ensure compliance with Yale’s data security standards.

**STRATEGIC GOAL: MAXIMIZE STUDENT EXPERIENCES**

We have made substantial progress in improving student experiences at YSPH. Since I arrived at Yale, we have completed strategic reviews of our MPH, MS, and PhD education programs and public health practice activities and programs. As a result, we have made numerous changes to our curricula, created an Office of Community Health to oversee public health practice activities, and appointed a second Associate Dean for Academic Affairs.

We had also launched a new MPH program for professionals with advanced degrees that attracted 20 outstanding students in its first year. We have now graduated our first cohorts in both the new Global Health Concentration (22 students) and the new Regulatory Affairs program (9 students). We also graduated the largest cohort to date in the five year BA-BS/MPH program (13 students). We sustained our increased admission application numbers with a total of 1077 applications this year, and we are expecting 118 MPH students to arrive this fall, as well as 15 PhD, 2 MD/PhD, and 7 MS students. Under the direction of our new Associate Dean for Academic Affairs, we will again assess the overall curriculum and the content of the core curriculum to determine if further improvements are needed.

According to 2010 data compiled by the Association of Schools of Public Health, YSPH had the fifth lowest acceptance rate of the 46 schools of public health in the country. The national average is 50.6% and Yale’s was 36.8%, comparable to Harvard’s (36.6%).

Doctoral students are essential members of research teams and rely on innovative research and outstanding mentors to develop the vital skills needs for a successful career. Therefore, having a vibrant doctoral program is a critical component of a major academic research program. This spring we conducted a review of our PhD program and have identified the following areas to further strengthen that program in the coming year: increase program size through new and existing training grants and seek support for first year students; improve mentoring; and foster a sense of community amongst students and faculty.
Priorities for 2011-2012

Under the direction of our new Associate Dean for Academic Affairs, we will again assess the overall curriculum and the content of the core curriculum to determine if further improvements are needed.

The Director of Graduate Studies will work directly with faculty, students and administrators to address the doctoral program priority areas mentioned above.

STRATEGIC GOAL: FOCUS AND COORDINATE PRACTICE AND SERVICE ACTIVITIES

Public health practice activities are critical to the mission of the School. In my first term, we developed criteria for student public health practice experiences and established an Office of Community Health (OCH) that is responsible for coordinating and evaluating summer internships and public health practice experiences.

To focus and coordinate regional activities on programs that have the potential of leading to improvements in the health of New Haven area residents, we established the Community Alliance for Research and Engagement (CARE), a transdisciplinary collaboration with the Yale Center for Clinical Investigation and the City of New Haven’s municipal offices, school system, and community organizations. Under the leadership of Dr. Jeannette Ickovics, we have obtained several grants to support those activities, hired a new executive director, and obtained funding to support an exhibit at the Peabody Museum in collaboration with the Rudd Center for Obesity and Food Policy entitled, “Big Food: Health, Culture and the Evolution of Eating,” scheduled to open in February 2012.

Priority for 2011-2012

Using the strong foundation provided by OCH and CARE, support the promotion of healthy communities through student internships, the Peabody’s large-scale public event, and through volunteer efforts by staff, faculty and students involved in the YSPH Community Connections Committee.

STRATEGIC GOAL: IMPROVE MANAGEMENT AND INFRASTRUCTURE

Our faculty and research activities are now spread across 4 on-campus locations and 8 off-campus facilities. Less than 40% of our occupied space is in the main YSPH building at 60 College St. This approach is very challenging to teaching and research activities, and the lack of consolidated space is an increasing source of problems for faculty and staff.

As part of my reappointment negotiations, we have reached an agreement in principle for an appropriate amount of space in the proposed building at 100 College Street. This space will house those researchers not presently located in LEPH, 135 College, 47 College, 300 George or 2 Church Street South, and will accommodate planned new recruitments.
This year we recruited a new Associate Dean for Finance and Administration, Linda Brady, who was Chief of Staff at the Harvard School of Public Health. In the coming year, Linda will help us develop a strategic framework for addressing a range of strategic, administrative, and financial issues at the School.

An area that has been a consistent problem at YSPH has been information technology (IT) support. After extensive analysis of our situation and options, we have decided to hire IT support staff through ITS but have them located at YSPH and be supervised by YSPH faculty. In the coming year we hope to recruit one or more IT support staff and develop a more functional and efficient way of providing IT support.

**Priorities for 2011-2012**

My highest priority this year will be to work with Dean Alpern, Deputy Dean Slayman, and George Zdru, YSM Facilities Director of Capital Programs, to develop a space plan that will specify as much contiguous space as possible and an accelerated timeline for acquisition. Given that the main space will not be available in the new facility for at least three years, we also will develop a short-term space plan.

A second priority will be to continue assessing the administrative staff support model and the School’s administrative functions under the strategic guidance of the new Associate Dean for Finance and Administration.

A third priority will be to implement a new model for providing and/or improving IT support at the School generally, and to ensure compliance with University data security standards.

**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, developing explicit policies for teaching credit and reimbursement for courses at YSPH and other units at Yale, and increasing development activities.

The recently concluded capital campaign capped the best fundraising period in the School’s history. Approximately $40 million was raised. Among the notable achievements was a significant increase in giving from Yale College graduates, speaking to the growing interest among these alumni in the School’s work.

During the past five years, 29 new endowed funds have been created at the School, and an additional 3 funds have been promised in bequests. To put this in perspective, between the School’s founding in 1915 and 2005, approximately 25 endowed funds were created. This past year, the School realized the largest bequest in its history ($3 million).
To achieve our vision of being one of the world’s leading schools of public health, we need to substantially increase our development efforts. To that end, the School has formed a Leadership Council, which met for the first time in October, 2011. The Council will work with YSPH leadership on key public health strategic initiatives, together supporting the School’s students, research, and community work, and furthering our mission and the University’s global agenda.

**Priorities for 2011-2012**

Work with the new YSPH Leadership Council to develop support for strategic initiatives to further the School’s and University’s mission.

I suggest that the School’s fundraising priorities for the coming year should focus on the following key educational and research programs:

**Education**

- Fellowships to support PhD students
- MPH scholarship support, including for international students
- Support for domestic internships, especially in the public sector

**Research** - Endowed Research Funds to support research in:

- The environment and health
- Cancer prevention, care, and survivorship
- Cardiovascular disease prevention and treatment
- Disparities research
- Community-based research
- Global infectious diseases, including HIV
- Genomics (epidemiology and biostatistics)
- Health care systems, domestically and abroad
- Health care policy and services, including mental health

**NEW GOAL: CELEBRATE YSPH'S HISTORICAL ACHIEVEMENTS AND PLAN FOR A SUSTAINABLE FUTURE**

In recent years, we have greatly improved the “branding” of YSPH and communications with internal and external stakeholders. Celebrating the numerous achievements of our faculty, staff, students, and alumni, and holding school-wide events such as social gatherings, research retreats, and professional development programs have created a more collaborative and productive environment at the School.

It is important to place our current activities in a historical context. This past year, I appointed a committee to develop recommendations for planning the School’s centennial celebration in 2015. In the coming year, a planning committee will develop and begin to coordinate academic and community initiatives to honor the school’s founder, C-E.A. Winslow as well as the contributions of past faculty and alumni to the research, education, and practice of public health.
In numerous ways, mentioned above, we are investing in the School’s future success and the School is positioned for a promising sustainable future. Conducting business in an environmentally responsible manner is a vital component of a healthy future. Yale University has set a greenhouse gas reduction target of 43% below 2005 levels by 2020, and has provided the 2010-2013 Sustainability Strategic Plan encouraging the “…active contribution of every member of the Yale community.”

YSPH will form a Sustainability Committee to develop and implement a Sustainability Strategic Plan for the School in the coming year. We will work closely with the School of Medicine effort to do the same due to shared systems and resources, but seek to identify unique priority areas for faculty, staff and students to engage in towards our goal of excellence in environmental citizenship.

**Priorities for 2011-2012**

Develop a series of activities to celebrate the school’s hundred year history.

Develop a sustainability plan for the school.
In summary, the Yale School of Public Health priorities for 2011-2012 are:

**RESEARCH**

- Engage in focused strategic planning in the Biostatistics, Chronic Disease Epidemiology, and Health Policy and Administration divisions. Develop area specific visions and strategic plans for fostering excellence and leadership in Epidemiology of Microbial Diseases and Environmental Health Sciences divisions.
- Recruitment efforts in global infectious diseases, cancer outcomes research, health policy and administration, and environmental health sciences (division head).
- Develop a proposal to reconfigure existing divisions into departments, and programs into divisions.
- Continue to foster cross-University collaborative research such as with the Yale Cancer Center and the Center for Eco-Epidemiology, and support the growth and excellence of the Yale Center for Analytical Sciences.
- Monitor the YSPH Junior Faculty Mentoring Program, while implementing the Research Faculty Mentoring Program.
- Foster professional development, diversity, and inclusion amongst faculty, staff, and students through research collaborations, skill building, community building, communication, common spaces, and best practices.
- Work towards compliance with Yale’s data security standards by developing a strategy for proper management and storage of sensitive information.

**EDUCATION**

- Under the direction of our new Associate Dean for Academic Affairs, we will again assess the overall curriculum and the content of the core curriculum to determine if further improvements are needed.
- The Director of Graduate Studies will work directly with faculty, students and administrators to increase the doctoral program size through new and existing training grants and seek support for first year students; improve mentoring; and foster a sense of community amongst students and faculty.

**PRACTICE**

- Using the strong foundation provided by OCH and CARE, support the promotion of healthy communities through student internships, the Peabody’s large-scale public event, and through volunteer efforts by staff, faculty and students involved in the YSPH Community Connections Committee.

**OPERATIONS**

- Work with Dean Alpern, Deputy Dean Slayman, and George Zdru, YSM Facilities Director of Capital Programs, to develop a space plan that will specify as much
→ Continue assessing the administrative staff support model and the School’s administrative functions under the strategic guidance of the new Associate Dean for Finance and Administration.

→ Implement a new model for providing and/or improving IT support at the School generally, and also to focus on compliance with University data security standards.

FINANCE

→ The first meeting of the YSPH Leadership Council was held in early October. I look forward to working with the Council on key public health strategic initiatives, together support the School’s students, research, and community work, and further our mission and the University’s global agenda.

→ The School’s fundraising priorities for the coming year will focus on the following key educational and research programs:

   **Education**
   - Fellowships to support PhD students
   - MPH scholarship support, including for international students
   - Support for domestic internships, especially in the public sector

   **Research** - Endowed Research Funds to support research in:
   - The environment and health
   - Cancer prevention, care, and survivorship
   - Cardiovascular disease prevention and treatment
   - Disparities research
   - Community-based research
   - Global infectious diseases, including HIV
   - Genomics (epidemiology and biostatistics)
   - Health care systems, domestically and abroad
   - Health care policy and services, including mental health

HISTORY AND SUSTAINABILITY

→ Develop a series of activities to celebrate the school’s hundred year history.

→ Develop a sustainability plan for the school.