I came to Yale in 2006 as Dean of the Yale School of Public Health (YSPH) because the position offered an 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 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.” Last year we added the goals of celebrating YSPH’s historical achievements and planning for a sustainable future.

The School will celebrate its Centennial in 2015 and the faculty and senior leadership have spent considerable time thinking about the health challenges we will face in the School’s next century and how to position the School as a leader in addressing those issues. Those discussions have been instrumental in developing priorities and strategies. As one example, it is clear that in the future population genomics and informatics will play critical roles in advancing population health science. Over the past several years, we have hired new faculty members who do outstanding genomics research and this year we continued building our capacity in bioinformatics by hiring a new faculty member with expertise in that area. The evolving health challenges we face and new developments in science will have a profound impact on the information we provide to students, but it is also clear that the way students acquire knowledge is evolving rapidly. Thus, we are working with our faculty to encourage the use of new strategies and technology in the classroom, and encourage and support the use of teaching methods that emphasize case-based, team, and experiential learning.

We have achieved considerable success since 2006. Our faculty has 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 numerous substantial improvements.

During the coming year, I will continue to develop the excellence of our faculty through recruitment, individual development, and investments in the resources our faculty need to be successful, while continuing to improve our education and service activities. Below I review some of our past developments and specify the goals I have set for the coming year.
STRATEGIC GOAL: ENHANCE RESEARCH EXCELLENCE FOR KNOWLEDGE AND IMPACT

An overarching goal is for YSPH to be recognized as a national leader in the areas of research that its faculty members specialize in. My original objectives for achieving this level of prominence included developing more focused programmatic research, encouraging strategic collaborations, and maximizing the excellence of current faculty. Below I summarize strategies for achieving these objectives.

Organizational Structure and Leadership

Our faculty members are doing outstanding research. 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 FY 2013, we received $40.4M in federal grant support and $4.9M in non-federal support, for a total of $45.3M. This represents a $2.9 million decrease (6%) from last year. This contrasts with a 9.5% increase in FY 2012 compared to 2011. We attribute this decrease largely to federal budget constraints.

Since 2006, we have completed external reviews of three Departments (formerly Divisions); Global Health, Epidemiology of Microbial Diseases (EMD), and Environmental Health Sciences (EHS). Almost all of the changes recommended for EMD and Global Health have been made. A recommendation of the committee that reviewed EHS was to recruit a world-class senior faculty member to lead the Department. We retained a national academic search firm to facilitate that search and are optimistic that we will identify and recruit a new Chair in the coming year.

After we hire a new Chair for EHS, I will have appointed new chairs of all the Departments and the Social and Behavioral Sciences Division and we now have a policy of reviewing each chair every three years. Last year, I started a program for providing leadership and management training to Department Chairs. We will delineate explicit roles and responsibilities for Chairs and invite speakers and management coaches to Chairs’ meetings to help develop their management and leadership skills. We also are working to adapt the Yale 360 degree review process for faculty leaders.

For the past two years, Chairs have had a more formal role in the School’s strategic planning process. Strategic issues, such as areas of recruitment and educational direction, are discussed at regular meetings and the Chairs now set Department priorities each year and collectively review their progress at the end of the academic year.

Faculty Development

In 2013 we were very successful recruiting 7 outstanding new faculty members. Short descriptions of them are provided below.
Dr. Maria M. Ciarleglio. {Pending official faculty vote, September 2013}
Assistant Professor, Department of Biostatistics. Dr. Ciarleglio was hired after a national search for a biostatistician who would have a major focus on teaching, with a primary focus in cross-disciplinary students from the Department of Biostatistics and other Yale School of Public Health departments. Dr. Ciarleglio was clearly the top candidate, with an extensive history of teaching biostatistics in public health, as well as a strong track record of collaborative research in which she provides biostatistical expertise for research in a number of clinical areas. She previously was an Associate Research Scientist and Lecturer working at the Yale Center for Analytical Sciences. Her primary biostatistical research interest is phase III clinical trials with a focus on the integration of Bayesian methods into traditional frequentist clinical trial design.

Dr. Denise Esserman. Instructor, Department of Biostatistics. Professor Esserman, who will be proposed for appointment as an Associate Professor in 2013-2014, was selected as the top candidate following a national search for a faculty member in the Department of Biostatistics with clinical and translational research experience. She has a strong record of collaborative research expertise and scholarship. She has more than 5 years’ experience with the University of North Carolina Clinical and Translational Science Award (CTSA). She will be affiliated with the Yale Center for Analytical Sciences (YCAS), a research center within the Department of Biostatistics, which serves as the Biostatistics Core for the Yale Center for Clinical Investigation (YCCI). Dr. Esserman will have a major role with YCCI as a collaborating biostatistician. Thus, her appointment enhances the Department’s expertise in clinical and translational science and enhances YCAS’s connections with YCCI.

Dr. Jeffrey P. Townsend. Associate Professor, Department of Biostatistics, and Director of Bioinformatics, Yale Center for Analytical Sciences (YCAS). Professor Townsend’s research interests include bioinformatics, mathematical modeling, and gene expression analysis. Research topics include the estimation of selection coefficients on mutations within genes and pathways that underlie the somatic evolution of cancer, and global sensitivity and uncertainty analyses of dynamic infectious disease models. Professor Townsend also conducts research on the evolution of gene expression.

Department of Chronic Disease Epidemiology.

Dr. Danya E. Keene. Assistant Professor, Department of Chronic Disease Epidemiology, Social and Behavioral Sciences Division. Professor Keene’s mixed-methods research broadly explores how social policies contribute to health inequality, with a particular focus on issues related to housing, neighborhoods, and place. Her work has examined how urban revitalization and public housing demolition may affect the health of low-income African American communities in Chicago, Atlanta, and nationally. She is also studying the association between home foreclosure and health. Professor Keene is also interested in social stigma and its relationship to geographic and social inequality. For example, she is conducting research that considers negative representations of place or “spatial stigma” as an understudied mechanism that connects places to the health of their residents.
**Dr. John E. Pachankis.** Associate Professor, Department of Chronic Disease Epidemiology, Social and Behavioral Sciences Division. Professor Pachankis’s research focuses on the health of lesbian, gay, bisexual, and transgender (LGBT) individuals. His research explores the psychosocial (e.g., concealment, rejection sensitivity) and contextual (e.g., urban migration) processes underlying LGBT individuals’ disproportionate adverse mental and physical health outcomes. His research combines social and clinical psychological methods and life course developmental models to inform investigations into stigma, mental health, and health interventions. He is currently involved in several projects aiming to develop and disseminate interventions to improve the health of the LGBT community. For example, he is the Principal Investigator on an NIMH grant to create the first intervention to reduce minority stress among gay and bisexual men.

Together, Dr. Keene and Dr. Pachankis, will strengthen YSPH’s priority area of research on health disparities. They will also contribute to making the Division of Social and Behavioral Sciences and YSPH a leader in research on improving health by reducing stigma and prejudice.

*Department of Health Policy & Management*

**Dr. Chimaeze (Chima) D. Ndumele.** Assistant Professor, Department of Health Policy and Management. Professor Ndumele’s research focuses on identifying the determinants of inequitable access to health care services for vulnerable populations. His work examines the impact of organizational structure and changes in local and federal policy on the provision and use of health services. His current research includes studies that are modeling the likely effects of the forthcoming Medicaid expansion, the evaluation of a natural experiment which randomized Medicaid enrollees to one of two types of managed care plans, and work exploring the effects of transitioning from Medicaid to Medicare on the use of health services.

*Department of Environmental Health Sciences*

**Dr. Nicole Deziel.** Assistant Professor, Department of Environmental Health Sciences. Dr. Deziel’s research compares surrogate exposure metrics, such as questionnaire responses or estimates from geographic information systems models, against biological or environmental measurements. In addition, her work evaluates the variability of exposure within and between subjects and over time. Because even small amounts of measurement error can dilute associations in epidemiologic studies, reducing that measurement error has the potential to dramatically enhance understanding of the exposure disease link. This is critical for identifying etiologic agents, developing effective intervention strategies, and preventing disease. Her broader goals include developing innovative methods to accurately assess exposure to emerging environmental pollutants and evaluate determinants of exposures in susceptible populations. She intends to incorporate these methods into epidemiologic studies and risk assessments of various adverse health outcomes.

**Recruitment Priorities for 2013-2014**

We will continue building the faculty during my second term in a way that contributes to the excellence of our research and educational activities and that improves the distribution of ranks across departments. 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. During my first term, consistent with the
recommendations of an external advisory committee, we eliminated the Division of Global Health.
Part of the rationale for that decision was that there were outstanding faculty in all Departments who
were doing cutting edge global health research. To support the education of MPH students
interested in global health after the Division was eliminated, we created a concentration in global
health that is overseen by an interdisciplinary committee. YSPH is increasingly recognized
internationally for its global health research and education. To continue building that reputation we
frequently emphasize the desirability of global health research expertise when recruiting new faculty
members.

**Biostatistics (BIS):** A search for two new members of the biostatistics faculty will begin in the fall of
2013. The areas of expertise will be open but we are particularly interested in scholars with expertise in early phase clinical trials, computational statistics, imaging, spatial statistics, and survival analysis.

**Chronic Disease Epidemiology (CDE):** Our strategic planning process led to the recommendation that we should recruit a new faculty member with expertise in global noncommunicable diseases. This search would be open to all areas of chronic disease, but we would be especially interested in a scientist with interest in cardiovascular disease, diabetes, and/or obesity. Potential areas of research include epidemiology, prevention, clinical trials, and translational research.

**Environmental Health Sciences (EHS):** We will continue to recruit aggressively for a new Chair of EHS. We also will continue building the department before the new Chair has been hired due to the small size of the EHS faculty. Thus, we will recruit a new junior faculty member with expertise in areas such as risk and exposure assessment in the area of air quality.

**Epidemiology of Microbial Diseases (EMD):** We will continue to build EMD by recruiting up to two junior faculty members next year. We are particularly interested in recruiting an epidemiologist or entomologist who conducts research on vector borne diseases. Diseases which would complement and build on existing strengths in the Department are Dengue and Malaria.

**Health Policy and Management (HPM):** In recent years, HPM lost several junior faculty members. We recruited one outstanding junior faculty member last year and will search for one more faculty member with expertise in health policy and/or health services research. We are particularly interested in individuals who are interested in conducting rigorous empirical research in health policy or health services, including studies of the policy-making process and policy implementation, as well as research examining the organization, financing, regulation, or quality of health care.

A search last year for a new junior faculty member with research expertise in health care management was not successful, so we will continue that search this year. Thus, we will continue to search for a new tenure-track faculty member in health care management at the Assistant or Associate Professor level. We are interested in scholars with diverse disciplinary backgrounds including, but not limited to, organizational behavior and theory, medical sociology, operations management, strategy, finance, economics, health services research, and public health.
Multi-Department: As part of our strategic planning process, we decided that we should develop our research in mental health. A scientist with interest in mental health could be a behavioral scientist, an epidemiologist, or a policy expert. Thus, we will conduct an open search for a person exploring mental health research and assess the extent to which highly qualified applicants complement and expand existing strengths.

In addition to recruiting new faculty, it is important to maximize the excellence of current faculty. In 2009, we implemented a School-wide Junior Faculty Mentoring Program that now includes faculty in the Research Scientist track. We continue to monitor and improve that program.

Collaborative Research

Faculty members at YSPH have extensive research collaborations nationally and internationally. In a recent review of YSPH relative to its peer institutions by the Yale Center for Customer Insights (YCCI; described below), collaboration emerged as one of the cardinal strengths of the research at YSPH. One of our major efforts to foster collaborative research was to establish the Yale Center for Analytical Sciences (YCAS) in 2010. YCAS now employs 21 masters and PhD level biostatisticians and 3 regular track YSPH faculty members plus 1 faculty member from the Yale Center for Medical Informatics. Prior to the development of YCAS, there was only one biostatistician who had a major role in collaborations with faculty in the medical school. The primary goals for YCAS for this year are to develop a data coordinating center for clinical trials and an analytics unit. The data coordinating center will make it easier for School of Medicine faculty to lead large multi-center trials and will allow YCAS to compete for data coordinating center grants. We are also expanding our efforts in education and training with the development of online courses and possibly certification programs. We invested substantial resources in establishing YCAS, but we expect it to be revenue neutral this year.

Another example of the many collaborative activities at YSPH is an exciting collaborative effort that we launched last year with the Law School and School of Medicine, the “Global Health Justice Partnership,” that already has stimulated very exciting scholarship and programs. The goals of this program include forging collaborative relationships with partners around the globe to address issues at the interface of public health and human rights through scholarship and research, policy and practice. The first multi-disciplinary project of this new partnership is aimed at the population of miners and ex-miners in South Africa who are battling occupational lung disease, tuberculosis, and HIV in a system that fails to provide them with access to adequate workers’ compensation and healthcare. This effort will initially be headed by Amy Kapczynski from the Law School and Gregg Gonsalves from YSPH. In addition, our new joint faculty member between the Law School and YSPH Ali Miller launched a course that is designed for both law students and YSPH students called “Sexuality, Health and Rights.”

Many faculty members in YSPH and the School of Forestry and Environmental Studies (FES) have overlapping or synergistic research interests. YSPH faculty also do research that is relevant to two major Yale Institutes, the Yale Climate and Energy Institute and the Yale Center for Biospheric Studies. In the coming year, I will work with FES Dean Crane to identify more potential ways of addressing barriers to collaborative research and education.
We also have been strengthening ties between YSPH and faculty members with secondary appointments in several other departments, such as Sociology, Anthropology and Psychology.

**Data Security**

It is essential that the School have policies and procedures for the storage and management of sensitive data that meet Yale’s security standards. A YSPH Data Security Committee was appointed and 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.

The Committee has completed its work and developed a draft security policy. That policy has been reviewed and revised by the General Counsel’s Office. The Committee is providing feedback on the draft policy and we expect to issue a final policy by the end of August, 2013.

**Priorities for Enhancing Research Excellence in 2013-2014**

- Continue recruiting faculty who will facilitate our growth as one of the best schools of public health in the country, known for its excellent domestic and international research.

- Continue strategic planning in collaboration with Department Chairs.

- Provide on-going management and leadership training to Chairs.

- Recruit a new Chair of the Department of Environmental Health Sciences and continue developing and expanding the faculty in the Department.

- Continue to foster cross-University collaborative research and education initiatives and work with the School of Forestry and Environmental studies to identify new potential research and education collaborations.

- Monitor and enhance the YSPH Junior and Research Faculty Mentoring Programs.

- Finalize 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. As a result, we have made numerous changes to our curricula, created an Office of Public Health Practice to oversee public health practice activities, and appointed an Associate Dean for Academic Affairs. We also launched a new MPH program for professionals with advanced degrees that is attracting excellent students and which is well regarded by the students. Our Global Health Concentration, Regulatory Affairs program, and Five-Year BA-BS/MPH Program for Yale College students are also doing very well. Each of those programs has a large number of applicants and is rated highly by students completing the program.

One of the strengths of Yale in general and the YSPH curriculum specifically, are the ability to create cross-disciplinary educational experiences. For example, our Health Care Management (HCM) MPH program includes substantial course work at the Yale School of Management. We increasingly are meeting talented students who would like to obtain both an MPH and an MBA. Some students now do that but they must commit to three years for both degrees. Many students have difficulty finding the time for that and/or financing both degrees, and there is some overlap in the two programs. Thus, our health management faculty have worked with faculty at the School of Management to develop a new accelerated joint MPH/MBA program. This innovative program, the first of its kind in the United States, would enable qualified applicants to earn an MBA and an MPH in approximately two years through intensive study at the Yale School of Management and the Yale School of Public Health. Qualified students would complete core coursework in both management and public health, providing them with knowledge and skills to become leaders in health care organizations across the globe. After extensive discussion, both YSPH and SOM faculty and administrators have approved the program. We will begin recruitment and admissions in the fall of 2013 and enroll our first cohort of students in July 2014.

Under the direction of our Associate Dean for Academic Affairs, we regularly assess our curriculum to identify opportunities for further improvements. For example, last year we developed and started offering a course on professional skills. Our Associate Dean for Academic Affairs has started working with the YSPH Education Committee to encourage the use of technology in the classroom, and encourage and support the use of teaching methods that emphasize case-based, team, and experiential learning.

According to 2013 data compiled by the Association of Schools of Public Health, YSPH had the fifth lowest MPH acceptance rate of the 49 schools of public health in the U.S. The national average was 49.5% and Yale’s was 31.0%, comparable to Harvard’s (31.3%). Our “yield” rate (new enrollments as a percent of acceptances) however, was low. It was 32.6% which was well below the average across schools of public health of 41.6%. Clearly we need to do a much better job recruiting admitted students. Interviews each year with students who did not select Yale indicate that the most important reason for attending others schools consistently has been better financial support available at other schools. Thus, a priority in the coming year will be to develop more scholarship support and improve our recruiting strategies to improve our yield among accepted students. We also are developing metrics that Chairs from each of the Departments can use to develop and monitor the
success of recruiting efforts. Our Office of Student Affairs is making major improvements to our web site and recruitment information, which should facilitate and improve recruitment of the very best students in the country.

Having a vibrant doctoral program is a critical component of a major academic research program. We continue developing our doctoral program in the following ways decided upon last 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. From 2006 through 2010, we admitted an average of 8 doctoral students a year. In a campus-wide review last year, the YSPH PhD program had some of the best statistics with respect to “time to completion of degree” and “percent of students completing.” Because of the importance of doctoral students to the excellence of our research and education programs, I have substantially expanded our program. Last year, we admitted 25 outstanding new doctoral students. This year we only admitted 15 students because of financial constraints, but building the doctoral program remains a high priority.

YSPH currently is accredited by the Council on Education for Public Health (CEPH) until July 1, 2014. We have formed a committee to prepare materials for the reaccreditation review, which will take place in February, 2014.

Priorities for Maximizing Student Experiences in 2013-2014

- Continue to improve the curriculum. Encourage the use of technology in the classroom, and promote the use of teaching methods that emphasize case-based, team, and experiential learning.

- Finalize plans for the 2014-2015 launch of the new accelerated joint MPH/MBA program.

- Improve the percentage of admitted MPH students who matriculate.

- Work 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.

- Finalize our self-study for the reaccreditation site visit by the Council on Education for Public Health (CEPH), which takes place in February 2014.

STRATEGIC GOAL: FOCUS AND COORDINATE PRACTICE AND SERVICE ACTIVITIES

In my first term, we developed criteria for student public health practice experiences and established an Office of Public Health Practice (OPHP) that is responsible for coordinating and evaluating summer internships and public health experiences. This fall, OPHP is planning a bus trip to several community organizations for new students so that they can learn about our broader community. We also established the Community Alliance for Research and Engagement (CARE) which facilitates collaboration with the City of New Haven’s municipal offices, school system, and community organizations. Among other activities, we obtained funding to develop an exhibit at the Peabody
Museum in collaboration with the Rudd Center entitled, “Big Food: Health, Culture and the Evolution of Eating” and in 2012 conducted the New Haven Health Study.

In 2008, to help strengthen the sense of community among YSPH students, staff, and faculty, and to facilitate coordinated, systematic contributions to the New Haven community, we created a Community Connections Committee (C3). The C3 mission is to connect colleagues from our multiple research centers and off-site locations, provide more opportunities for students and staff to learn about ongoing research at the School, and to contribute to the health of our neighbors in New Haven. C3 has coordinated numerous events including Pink Hair for Hope to raise money for breast cancer research, coordinated several charitable drives such as the United Way Fund, and encouraged participation in other events such as Smilow’s ‘Closer to Free’ bike ride.

Priorities for Focusing and Coordinating Practice and Service Activities in 2013-2014

- Continue to support the promotion of healthy communities through student internships and collaborative translational research initiatives.
- Continue building a sense of community within YSPH and with the New Haven community through C3 activities.

STRATEGIC GOAL: IMPROVE MANAGEMENT AND INFRASTRUCTURE

Our faculty and research activities are now located in 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 layout is very disruptive to teaching and research activities, and the lack of consolidated space is an increasing challenge for faculty and staff.

As part of my reappointment process, we reached an agreement that one floor in the new building to be built at 100 College Street would be reserved for YSPH use. This space will house researchers not presently located in LEPH, 135 College, 47 College, 300 George or 2 Church Street South, and will accommodate planned new recruitments. That space will be available for use by June 2015 with the design work completed by October 2014. Thus, we have started a planning process for use of that space that will continue in the coming year. In addition to working closely with Yale architects, we will consult with design experts who have experience designing innovative work spaces that facilitate interdisciplinary collaborations. All of the YSPH regular classrooms are in the basement of 60 College St. and classroom space has been a major complaint of students. To facilitate our goal of becoming a top public health school that uses innovative teaching techniques, we will consider the development of attractive and innovative teaching space in the new building.

Under the direction of our Assistant Dean for Finance and Administration, we are reorganizing our Office of Finance and Administration so that we can better meet the administrative needs of the faculty and staff. In the coming year we will continue improving those services.
Priorities for Improving Management and Infrastructure in 2013-2014

• Continue to improve faculty administrative support.

• Develop a plan for use of the new space at 100 College St. that will facilitate the development and conduct of cutting edge collaborative research and facilitate the use of innovative teaching techniques.

STRATEGIC GOAL: IMPROVE THE FINANCIAL FOUNDATION OF SCHOOL ACTIVITIES

In my first term, we developed a better financial model for allocation of discretionary resources for research and teaching, developed consistent policies for teaching credit and reimbursement for courses, and increased development activities.

The uncertainty of federal research funding is a major issue facing the School of Public Health, given our heavy dependence on National Institutes of Health funds. One response will be to make a more concerted and systematic effort to identify diverse sources of research funds as well as continuing focused development efforts. We will also work to identify additional sources of tuition revenue.

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, in 2011, the School formed a Leadership Council to provide strategic guidance and potential additional philanthropic guidance. Council members are working 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. In addition, the School is approaching its Centennial year, and we will make a concerted effort to identify new prospects who may wish to use their philanthropy to recognize this significant milestone.

Priorities for Improving the Financial Foundation of School Activities in 2013-2014

• Identify new sources of funding for research funding.

• Determine whether it is feasible to increase class size without compromising the quality of our student body and educational programs.

• Work with the YSPH Leadership Council to develop support for strategic initiatives to further the School’s and University’s mission, potentially using the forthcoming Centennial celebrations to stimulate new giving.

GOAL: CREATE A RECOGNIZED AND RESPECTED “BRAND” FOR POTENTIAL FACULTY, STUDENTS, AND SUPPORTERS

During my first term, 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), and a comprehensive policy for name use (“Yale School of Public Health”) was developed and adopted.

In an effort to enhance communication across the School, we hold routine town hall meetings and regularly distribute a school-wide electronic newsletter. These efforts have created a more collaborative and productive environment within the School. We also hired a communications director who developed and in 2009 launched a magazine, Yale Public Health, which has received praise from many constituents, and have redesigned our website to improve visibility and more effectively communicate about our activities to web site visitors.

One of the recommendations of our Leadership Council last year was that we make a more concerted effort to identify and promote some of the many characteristic strengths of YSPH. In response to that suggestion, I contracted with the Yale School of Management’s Center for Customer Insights (YCCI) to develop recommendations for how we can better characterize and communicate our unique strengths to key constituencies. A team of YCCI students (YSPH and SOM), supervised by marketing faculty, reviewed information about YSPH and interviewed our students, faculty, staff, and alumni.

The YCCI consulting team recommended that YSPH “…position itself within the public health community as the institution that affords the greatest opportunities for collaboration. If it successfully and consistently delivers on this promise, the school will be regarded as the thought leader for stakeholders interested in the overlap of public health with other disciplines: business, law, medicine, environmental studies, etc. Its external communication and brand strategy will highlight the message of collaboration, and the public health community will come to regard YSPH as the “go-to” destination for collaborative problem-solving.”

The YCCI team presented their recommendations at our Leadership Council meeting in April 2013 and subsequently to our senior faculty. I also presented their results and recommendations at a faculty meeting, to our Alumni Board of Directors, and at a YSPH Town Hall meeting, to which staff, students, and faculty were invited. We have planned a series of activities over the coming year to get input and suggestions about the nature and implementation of our new branding strategy.

Priorities for Enhancing the School Brand in 2013-2014

- Continue to refine and improve our branding strategy and implement a consistent and powerful communications program that will further bolster our national and international recognition as a leading school of public health.

GOAL: CELEBRATE YSPH’S HISTORICAL ACHIEVEMENTS AND PLAN FOR A DIVERSE AND SUSTAINABLE FUTURE

In 2011, I appointed a committee to develop recommendations for planning the School’s centennial celebration in 2015. The committee developed a list of possible activities to honor the School’s founder, C.-E.A. Winslow as well as the contributions of past faculty and alumni to public health and we now have a plan for celebratory activities. These include archival research that will form the basis
of a document which will trace the history of the YSPH dating back to its founding as one of the country’s first Schools of Public Health in 1915. A committee will nominate up to three individuals who have made a major contribution to the field of public health to receive a Winslow Medal during the Centennial Year. Each award will be presented at an on-campus ceremony, followed by a lecture by the recipient and a reception. The Centennial Committee will plan a series of lectures with the theme “Public Health in the 21st Century,” to take place on campus throughout the Centennial celebration year. A major goal of those activities will be to raise awareness in national and international constituencies of our outstanding research, education, and service activities.

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.” In 2011, YSPH formed a Sustainability Committee to develop and implement a Sustainability Strategic Plan for the School. We worked closely with the School of Medicine, but identified unique priority areas for faculty, staff and students to engage in towards our goal of excellence in environmental citizenship. A sustainability plan was developed, approved, and is being implemented. Individual, central and institutional priorities include waste, energy, water/food, procurement, and transportation. Goals include 25% paper reduction, Green Certifications, academic integration, and community environmental stewardship.

As the School moves towards its second century, it increasingly is apparent that for YSPH to have the kind of domestic and global impact that it aspires to, it must ensure that it recruit, retain and promote staff, students and faculty that are more representative of the communities that we want to affect positively. In my first term, the School contracted with a group of alumni and substantive experts to assess our then policies and make recommendations for the recruitment, retention and promotion of faculty from diverse communities. The School also has a Diversity Committee that has taken an increasingly influential role in developing policies and procedures that will help us achieve our goal of diversity among our staff, students, and faculty. We need to develop recruitment and retention practices that help us achieve diversity. One of the factors that will facilitate recruitment and retention is creating a culture and social environment that makes individuals from diverse backgrounds feel welcomed and supported at YSPH. To that end, the Diversity Committee will conduct an annual evaluation of the school's recruitment, retention and mentorship of diverse faculty, student and staff. In addition, we have started to develop educational modules for faculty, students, and our leadership team on issues related to diversity and inclusion.

Priorities for Celebrating YSPH’s History and Planning for a Diverse and Sustainable Future in 2013-2014

- Plan activities to celebrate the School’s Centennial.
- Ensure successful implementation of the YSPH sustainability plan.
- Conduct an annual evaluation of the School's recruitment, retention and mentorship of diverse faculty, student and staff and establish training programs for faculty, staff, and students on issues related to diversity and inclusion.
SUMMARY: Yale School of Public Health 2013-2014 Priorities

RESEARCH

- Continue recruiting faculty who will facilitate our growth as one of the best schools of public health in the country.
- Continue strategic planning in collaboration with Department Chairs.
- Provide on-going management and leadership training to Chairs.
- Recruit a new Chair of the Department of Environmental Health Sciences.
- Continue to foster cross-University collaborative research and education initiatives.
- Monitor and enhance the YSPH Junior and Research Faculty Mentoring Programs.
- Finalize policies and procedures to ensure compliance with Yale’s data security standards.

EDUCATION

- Continue to improve the curriculum and encourage the use of technology in the classroom, and promote the use of teaching methods that emphasize case-based, team, and experiential learning.
- Finalize plans for the 2014-2015 launch of the new accelerated joint MPH/MBA program.
- Improve the percentage of admitted MPH students who matriculate.
- Work 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.
- Finalize our self-study for the reaccreditation site visit by the Council on Education for Public Health (CEPH), which takes place in February 2014.

PRACTICE

- Continue to support the promotion of healthy communities through student internships and collaborative translational research initiatives.
- Continue building a sense of community within YSPH and with the New Haven community through C3 activities.

MANAGEMENT AND INFRASTRUCTURE

- Continue to improve faculty administrative support.
- Develop a plan for use of the new space at 100 College St. that will facilitate the development and conduct of cutting edge collaborative research and facilitate the use of innovative teaching techniques.

FINANCE

- Identify new sources of funding for research funding.
• Determine whether it is feasible to increase class size without compromising the quality of our student body and educational programs.

• Work with the YSPH Leadership Council to develop support for strategic initiatives to further the School’s and University’s mission, potentially using the forthcoming Centennial celebrations to stimulate new giving.

**YALE SCHOOL OF PUBLIC HEALTH BRAND**

• Continue to refine and improve our branding strategy and implement a consistent and powerful communications program that will further bolster our national and international recognition as a leading school of public health.

**HISTORY, DIVERSITY AND SUSTAINABILITY**

• Plan activities to celebrate the School’s Centennial.

• Ensure successful implementation of the YSPH sustainability plan.

• Conduct an annual evaluation of the School's recruitment, retention and mentorship of diverse faculty, student and staff and establish training programs for faculty, staff, and students on issues related to diversity and inclusion.