I. **SWOT** – An analysis of YSPH’s strengths, weaknesses, opportunities, and threats was created earlier this year to evaluate internal and external factors in support of the School’s objectives.

**STRENGTHS**
- World-class scholarship
- Outstanding teaching
- Yale brand; expanding YSPH brand
- New academic leadership team; leadership training program
- Excellent faculty recruitments
- Faculty mentoring program
- Leading doctoral program
- Interdisciplinary research collaborations; international; national; Yale; local community
- Collaborative education; Global Health Justice Partnership, MBA/MPH program; social entrepreneurship, global health: China, Brazil, Africa, Russia
- Leadership of Yale Global Health Initiative; prominence at Yale and nationally
- Low student to faculty ratio

**WEAKNESSES**
- Constrained business model
- Small size
- Limited financial aid
- Small PhD program
- Development challenges compared to professional schools at Yale

**THREATS**
- Increasing attacks on science in the U.S.
- Increasing criticism of cost and incremental benefits of higher education
- Shrinking federal budgets (NIH 23% decrease since 2003)

**OPPORTUNITIES**
- Growing interest in public health and global health in U.S. and at Yale
- Partnerships throughout Yale
- Developing new educational opportunities for Yale undergraduates
- Branding and development associated with YSPH Centennial
- More engagement of alumni
- Changing accreditation criteria
II. SUMMARY OF 2014-2015 PRIORITIES

RESEARCH
- Recruit faculty who will facilitate our growth as one of the top five schools of public health in the country, known for its excellent domestic and international research.
- Provide on-going management and leadership training to Chairs.
- Continue to foster cross-University collaborative research and education initiatives.

EDUCATION
- Continue to encourage the use of classroom technology, and promote the use of teaching methods that emphasize case-based, team, and experiential learning.
- Ensure a successful launch of the new accelerated joint MBA/MPH program.
- Continue improving the percentage of admitted MPH and MS students who matriculate.
- Improve funding for all students, in particular, Ph.D. students.
- Strengthen and expand the Global Health Studies Program in Yale College.
- Complete the CEPH Accreditation process.

PRACTICE
- Continue to support the promotion of healthy communities through student internships and collaborative translational research initiatives.
- Work with Richard Foster and faculty from across Yale to develop a program to improve health in New Haven.
- Continue building a sense of community within YSPH and with the New Haven community through Community Connections Committee (C3) activities.

MANAGEMENT AND INFRASTRUCTURE
- Develop a plan for use of the new space at 100 College St. that will facilitate cutting edge collaborative research.
- Assess and continue to improve administrative support from the Office of Finance and Administration and throughout the School.
- Implementation of the Workplace Survey Committee’s recommendations for staff career development and recognition.
- Create an IT Strategic Plan.

FINANCE
- Identify new sources of funding for research and continue to identify cost saving opportunities.
- Work with the YSPH Leadership Council and University Leadership to develop support to further the School’s and University’s mission, specifically using the forthcoming Centennial celebrations to stimulate new giving that will allow YSPH to be one of the leading schools in the country promoting health domestically and globally.
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 reputation as a leading school of public health.

HISTORY, DIVERSITY AND SUSTAINABILITY

- Prepare for the School’s Centennial celebrations in 2015.
- Ensure successful implementation of the YSPH sustainability action plan.
- Continue improving 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.
III. FULL REPORT

My vision for the Yale School of Public Health (YSPH) continues to be that it will be one of the top 5 schools of public health in the world that will have a positive impact on the health of global populations through its research, education, and service.

Since 2006, 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.” Enhancing our diversity, celebrating YSPH’s historical achievements and planning for a sustainable future were subsequently incorporated into the strategy.

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 substantial progress towards achieving each of our specific goals and objectives, as articulated in my 2006 revitalization plan.

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 accomplishments 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 in which its faculty members specialize. My original objectives for achieving this level of prominence included developing and supporting our faculty and fostering collaborative research. Below I summarize strategies for achieving these objectives.

**Faculty Leadership**

Since 2006, we have completed external reviews of three Departments (formerly Divisions); Global Health, Epidemiology of Microbial Diseases (EMD), and Environmental Health Sciences (EHS). Virtually all of the recommended changes have now been made. A recommendation of the committee that reviewed EHS was to recruit a world-class senior faculty member to lead the Department. This year we were successful in recruiting Dr. Vasilis Vasiiliou, who was a professor in the Department of pharmaceutical Sciences at the University of Denver, School of Pharmacy and a professor in the Department of Ophthalmology at the University of Denver Medical School. He is an internationally recognized researcher and directed a graduate training program in Molecular Toxicology and Environmental Health Sciences. His scholarship bridges the fields of toxicology and environmental health sciences (see below). His goal is to build one of the top five Environmental Health Science Departments in the country and he has very exciting ideas about collaborative research programs with multiple units at Yale.

I now have appointed new chairs of all the YSPH Departments and the Social and Behavioral Sciences Division, instituted three-year terms, and have begun to provide leadership and management training to Department Chairs through professional coaching and the Yale 360 degree review process. The Chairs set
Department priorities each year and collectively review their progress at the end of the academic year. Strategic issues, such as areas of recruitment and educational direction, are discussed with them throughout the year.

Faculty Development

In 2013-2014 we were very successful recruiting 9 outstanding new faculty members. Short descriptions of them are provided below.

Department of Biostatistics

Joshua L. Warren, Ph.D. Assistant Professor, Biostatistics Department. Dr. Warren conducts research on spatial statistics and models, with an emphasis on Bayesian approaches. His research focuses on innovative spatial and spatial-temporal statistical methodology in various fields, often with a focus on environmental health issues. His first-authored 2012 Biometrics paper on “Spatial-temporal modeling of the association between air pollution exposure and preterm birth: identifying critical windows of exposure” was awarded the “Best Biometrics Paper of 2012 by an IBS Member.” We expect that he will make important contributions in methodology development and novel application of advanced Bayesian methods. Ph.D., North Carolina State University.

Department of Chronic Disease Epidemiology

Anne Marie Jukic, Ph.D., Assistant Professor, Chronic Disease Epidemiology Department. Dr. Jukic’s research focuses on 1) investigating early pregnancy events that are poorly understood and rarely studied, 2) investigating maternal characteristics and exposures that may be associated with reproductive health and 3) implementing or developing methods to address challenging issues with epidemiologic data including unclear comparison groups, repeated measures, and missing data. She has been superbly trained by some of the best perinatal epidemiologists in the world, and is already building an excellent publication record. Ph.D., University of North Carolina.

Nicola Hawley, Ph.D. Assistant Professor, Chronic Disease Epidemiology Department. Dr. Hawley’s research focuses on obesity and related non-communicable diseases. She is particularly interested in the developmental origins of obesity, specifically: 1) obesity in pregnancy and its consequences for maternal outcomes and offspring obesity, and 2) infant growth, feeding behaviors, and later cardio-metabolic risk. She has ongoing projects and collaborations in American Samoa, Independent Samoa, South Africa and the USA. Ph.D. Loughborough University, UK.

Department of Environmental Health Sciences

An external, national committee of experts that reviewed the YSPH Department of Environmental Health Sciences during my first term recommended that we recruit new leadership for the Department and develop expertise in exposure assessment. This year we have been successful in recruiting individuals to address both of those needs.

Vasilis Vasiiliou, Ph.D. Professor and Chair, Department of Environmental Health Sciences. Dr. Vasiiliou previously was at the University of Colorado School of Pharmacy where he was a professor of Ophthalmology in the School of Medicine. As director of the Toxicology Graduate Program, Dr. Vasiiliou
led one of the best such programs in the country. Dr. Vasiliou developed an internationally recognized research program that has been continuously funded by NIH since 1997. His research focuses on the mechanisms of cellular responses to environmental stress, the roles of aldehyde dehydrogenases (ALDHs) and glutathione in metabolism and disease, and evolution of gene families. Drug discovery is a more recent focus of research, particularly in light of a role for ALDHs in cancer stem cells. Ph.D., University of Ioannina, Greece.

Nicole Deziel, Ph.D. Assistant Professor, Environmental Health Sciences Department. Dr. Deziel’s research compares surrogate exposure measures, such as questionnaire responses or estimates from geographic information systems models, against biological or environmental measurements. In addition, she models the variability of exposure measures within and between subjects and over time. Reducing measurement error in exposure assessments has the potential to dramatically enhance our understanding of etiologic factors. Her vision is to develop innovative methods to assess more accurately exposure to emerging environmental pollutants and evaluate determinants of exposures in susceptible populations. Her goal is to incorporate these methods into epidemiologic studies and risk assessments of various adverse health outcomes. Ph.D., Johns Hopkins University.

Department of Health Policy and Management

Abby Friedman, Ph.D., Assistant Professor, Health Policy and Management Department. Dr. Friedman’s research focuses on using health and behavioral economics to both clarify the underpinnings of costly health behaviors and choices, and identify practical policy interventions to improve population health and reduce inequality. Ph.D., Harvard University.

Jason Schwartz, Ph.D., Assistant Professor, Health Policy and Management Department. Dr. Schwartz’s research examines decision-making in biomedical regulation and public health policy, focusing on how evidence is framed, discussed and evaluated by policy-makers and technical experts and, subsequently, how such evidence is communicated to and used by health care providers and the public. His main focus has been on vaccination programs and policies. Ph.D., University of Pennsylvania.

Epidemiology of Microbial Diseases Department

Ted Cohen, M.D. Associate Professor, Epidemiology of Microbial Diseases Department. Professor Cohen’s research focuses on the transmission dynamics of infectious diseases of global public health importance. Pathogens of particular interest include TB and HIV. His work incorporates mathematical modeling and statistical analysis of surveillance data and observational studies, with current field studies based in South America, Southern Africa, and Eastern Europe. M.D. Duke University; M.P.H., University of North Carolina at Chapel Hill; D.P.H. Harvard School of Public Health.

Lucian (Luke) Davis, M.D. Associate Professor, Epidemiology of Microbial Diseases Department. Dr. Davis’ research focuses on tuberculosis (TB) diagnosis in resource-constrained settings domestically and internationally. He is interested in how novel tests for TB diagnosis, prediction, and monitoring can be integrated into evaluation strategies to improve patient and public health outcomes. Current projects include TB biomarker discovery studies applying exosome-targeted proteomics and human and TB transcriptomics to patient samples from Uganda and Vietnam; and research in Uganda and the US using novel diagnostic and mobile information and communication technologies to help clinics and communities improve TB evaluation and case-finding. Dr. Davis is also engaged in training and capacity building as co-Director of a Uganda
Fogarty Research Training Program in Pulmonary Complications of HIV, and as President of Walimu, a foundation directing evidence-based training and implementation initiatives to improve care of lung disease and severe acute illness in low-income countries. M.D. Vanderbilt University, M.A.S. University of California San Francisco.

Recruitment Priorities for 2014-2015

We will continue building the faculty in a way that contributes to the excellence of our research and educational activities. For example, as part of the reinvigoration of Department of Environmental Health Sciences, we plan to hire additional junior faculty members.

A search for another new member of the Biostatistics faculty will continue in the fall of 2014. The areas of expertise will be open but we are particularly interested in scholars with expertise in early phase clinical trials, imaging, causal inference, computational statistics, and survival analysis.

We will attempt to recruit a new faculty member in Health Policy and Management and a professor in Health Care Management.

We also are searching for a faculty member with expertise in mental health, without designating discipline or department.

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 this program.

Collaborative Research

Faculty members at YSPH have developed extensive research collaborations nationally and internationally. In a recent review of YSPH relative to its peer institutions by the Yale Center for Customer Insights, 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 22 masters and PhD level biostatisticians and 4 regular track YSPH faculty members, including a newly hired expert in bio-informatics, plus 1 faculty member from the Yale Center for Medical Informatics and 2 bioinformaticians. The primary goals for YCAS this year were to develop a data coordinating center for clinical trials and an analytics unit. A data coordinating center would 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. A proposal for such a center was submitted this year and we learned in June that it has been funded.

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. As mentioned above, the new EHS Chair plans to strengthen the YSPH-FES partnership.

Data Security

In 2013, we completed a review of our policies and procedures and, after consultation with faculty and University officials, established revised school-wide data security guidelines and policies.
Priorities for Enhancing Research Excellence in 2014-2015

- Recruit faculty who will facilitate our growth as one of the top five schools of public health in the country, known for its excellence in domestic and international research.
- Provide on-going management and leadership training to Chairs.
- Continue to foster cross-University collaborative research initiatives.

STRATEGIC GOAL: MAXIMIZE STUDENT EXPERIENCES

We have made substantial progress in improving student experiences at YSPH. Since 2006, we have completed strategic reviews of our MPH, MS, and PhD education programs and public health practice activities. 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 and an accelerated joint MBA/MPH program that are attracting outstanding students. Our Global Health Concentration, Regulatory Affairs program, and Five-Year BA-BS/MPH Program for Yale College students are very popular and highly rated.

Under the direction of our Associate Dean for Academic Affairs, we regularly assess our curriculum to identify opportunities for further improvements and she works 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 sixth lowest MPH acceptance rate of the 50 schools of public health in the U.S. The national average was 48.0% and Yale’s was 28.2%, comparable to Harvard’s (29.1%). We increased the acceptance rate somewhat this year (37%) to expand the incoming class. Although our “yield” rate (new enrollments as a percent of acceptances) historically has been well below the average for schools of public health (43.4% in 2013), it has been increasing steadily over the past several years. This past year, after we implemented changes recommended by an internal committee to improve yield, we had a substantial increase (2010: 24%, 2014: 36%).

Interviews each year with students who did not select Yale indicate that the most important reason for attending other schools consistently has been for better financial support. Thus, a priority continues to be developing more scholarship support and refining our recruiting strategies to improve our yield among accepted students. We also are developing metrics that Department Chairs can use to develop and monitor the success of recruiting efforts.

Having a vibrant doctoral program is a critical component of a major academic research program. In a campus-wide review two years ago by Dean Pollard, the YSPH PhD program had some of the best statistics with respect to “time to completion of degree” and “percent of students completing,” PhD applications to the School of Public Health Program have increased 30% over the last five years. The PhD program in Public Health has the highest yield for programs in the Graduate School of Arts and Sciences. The yield for our program was 79% in 2013 and 65% in 2014. The overall yield for PhD programs across the university was on
average 45% for the last five years. Our average yield during the same period was 67%. Our most recent degree completion rate was 92% and no graduates from last year were still seeking employment.

Because of the importance of doctoral students to the excellence of our research and education programs, I have substantially expanded our program. One of our top priorities this year will be to increase support for the doctoral program through development efforts and by developing more financial incentives to encourage faculty to support students on research projects.

Just as one of the strengths of YSPH is the focus on collaborative research, one of the strengths of the YSPH curriculum is 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. Our health management faculty worked with faculty at the School of Management to develop a new accelerated joint MBA/MPH program being launched this summer. This innovative program, the first of its kind in the United States, enables 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. Students 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.

Among Yale undergraduate students, there is increasing interest in public health, particularly global public health. There are now 30 new courses in global health at Yale and there is a Global Health Studies (GHS) Program at Yale College, for which students are selected in their sophomore year. There are approximately 45 students in the program, which is very selective; only about a quarter of students who apply are selected. The GHS program is directed by the Global Health Studies Advisory Committee, which comprises 14 faculty members from many departments and schools throughout the University and is chaired by Betsy Bradley, a YSPH faculty member. A priority for the coming year will be to strengthen and expand the Global Health Studies Program by developing new courses and developing support for the program.

Another example of the many collaborative activities at YSPH is a program that we launched with the Law School and School of Medicine, the “Global Health Justice Partnership,” that already has stimulated very exciting scholarship and programs. This effort is headed by Amy Kapczynski from the Law School and Gregg Gonsalves from YSPH. In addition, our joint faculty member between the Law School and YSPH, Ali Miller teaches a highly rated course that is designed for both law students and YSPH students called “Sexuality, Health and Rights.”

A new program, InnovateHealth Yale (IHY), which is based at YSPH, is run by a group of Yale faculty, program directors, and students focused on using the principles of entrepreneurship and innovation to promote health and prevent disease. The goal is to train students to become change agents, catalyze interdisciplinary entrepreneurial efforts to address national and global health problems, and bring to Yale social innovators as role models and mentors.

To achieve these aims, IHY partners with leading organizations for innovation on campus, including the Yale Entrepreneurial Institute, the Center for Business and the Environment, The School of Management, The Center for Engineering Innovation and Design, the Global Health Initiative, and the Office of Cooperative Research. In 2015, IHY will offer a course in health innovation, co-taught by the School of Public Health and the School of Management. In 2013-2014, IHY supported summer internships in social enterprises and brought to campus world leaders in social entrepreneurship.
YSPH currently is accredited by the Council on Education for Public Health (CEPH) until July 1, 2014. This past year we completed a self-study and hosted an accreditation site visit team in February, 2014. The report was quite positive and the issues that need to be addressed are relatively minor. We have begun addressing the criteria in question and are awaiting the CEPH final report and accreditation decision in the fall.

Priorities for Maximizing Student Experiences in 2014-2015

• Continue to encourage the use of classroom technology, and promote the use of teaching methods that emphasize case-based, team, and experiential learning.

• Ensure a successful launch of the new accelerated joint MBA/MPH program.

• Continue improving the percentage of admitted MPH and MS students who matriculate.

• Improve funding for all students, in particular, Ph.D. students.

• Strengthen and expand the Global Health Studies Program in Yale College.

• Complete the CEPH Accreditation process.

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 coordinates and evaluates summer internships and public health experiences. 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 to improve the health of area residents.

We currently are working with Richard Foster and faculty from across Yale to develop a program to improve health in New Haven.

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.

Priorities for Focusing and Coordinating Practice and Service Activities in 2014-2015

• Continue to support the promotion of healthy communities through student internships and collaborative translational research initiatives.

• Work with Richard Foster and faculty from across Yale to develop a program to improve health in New Haven.

• Continue building a sense of community within YSPH and with the New Haven community through Community Connections Committee (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 lay-out is very disruptive to teaching and research activities, and the lack of consolidated space is an increasing challenge for faculty and staff.

One floor in the new building being built at 100 College Street is reserved for YSPH use. This space will house researchers not presently located in 60 College St. and will accommodate planned new recruitments. That space will be available for use by March 2016 with the design work completed by October 2014. We are engaged in 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.

Under the direction of our Assistant Dean for Finance and Administration, we are undertaking a major reorganization of our Office of Finance and Administration and reviewing all administrative staff functions and positions so that we can better meet the administrative and fiscal needs of the faculty and staff.

A YSPH Workplace Survey Committee, convened in fall 2013, is finalizing recommendations for staff career development and recognition initiatives with the goal to begin implementation in the fall of 2014.

We have established an Information Technology (IT) advisory committee to develop a strategic plan for IT in the School.

Priorities for Improving Management and Infrastructure in 2014-2015

- Develop a plan for use of the new space at 100 College St. that will facilitate cutting edge collaborative research.

- Assess and continue to improve administrative support from the Office of Finance and Administration and throughout the School.

- Implement the Workplace Survey Committee’s recommendations for staff career development and recognition.

- Create an IT Strategic Plan

STRATEGIC GOAL: IMPROVE THE FINANCIAL FOUNDATION OF SCHOOL ACTIVITIES

Our faculty members are conducting outstanding research. 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 3.1 million decrease (6%) from last year. This contrasts with a 9% increase in FY 2012 compared to 2011. We attribute this decrease largely to federal budget constraints and are optimistic that now that there is a federal budget we will continue to increase, or at least stabilize, our research funding.

The uncertainty of federal research funding is a major ongoing issue facing the School of Public Health, given our heavy dependence on National Institutes of Health funds. Thus, we continue to make a concerted and
systematic effort to identify diverse sources of research funds as well as continuing focused development efforts. Based on a recommendation of our Leadership Council, we are developing a 5-year strategic development plan with Patty Pedersen and colleagues in Corporate and Foundation Relations. We will also continue to identify additional ways to reduce costs.

To achieve our vision of being one of the world’s leading schools of public health, we need to increase the amount of financial support available to the school. In 2011, the School formed a Leadership Council to provide strategic direction 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 capitalize on this significant milestone. Steps to this end include obtaining the support of University Leadership, securing a matching gift to incentivize potential donors, asking donors of existing funds to provide additional gift commitments, a new planned giving initiative, a centennial fundraising brochure, and the identification of new potential donors.

Priorities for Improving the Financial Foundation of School Activities in 2014-2015

- Identify new sources of funding for research and continue to identify ways to reduce costs.
- Work with the YSPH Leadership Council and University Leadership to develop support to further the School’s and University’s mission, specifically using the forthcoming Centennial celebrations to stimulate new giving that will allow YSPH to be one of the leading schools in the country promoting health domestically and globally.

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

In an effort to enhance our brand identity over the past several years, we have instituted a number of new strategies including, the creation of our magazine, *Yale Public Health*, which has received wide praise, as well as redesigning our website and strengthening our social media strategies to improve visibility and more effectively communicate with our constituents.

In response to a suggestion of our Leadership Council, I also 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, supervised by SOM marketing faculty, reviewed information about YSPH and interviewed our students, faculty, staff, and alumni to propose a Branding and Communication Strategy in 2013.

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.”
With support from the extended YSPH community, we currently are working on implementing our new branding strategy, which is being augmented by a newly designed Centennial logo highlighting collaboration that will be used widely.

Priorities for Enhancing the School Brand in 2014-2015

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

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

This year, we are planning activities to celebrate the School’s Centennial in 2015. These include both a tribute to the individuals and accomplishments of the last century, but also an exploration of the future of public health. Among the many initiatives, we will produce a short video highlighting the past, current and future of the School using our branding theme of collaboration. A series of lectures focused on “Public Health in the 21st Century” will take place on campus throughout the Centennial celebration year. Also, Centennial Winslow Medals will be awarded to prominent individuals who have made a major contribution to the research, education and practice of public health. Each high-profile award will be presented at an on-campus ceremony, followed by a lecture by the recipient and a reception. A major goal of these activities is to celebrate this milestone with the YSPH, Yale and external communities as well as raise awareness among national and international constituencies of our rich history and position as world leaders in the field of public health.

Conducting business in an environmentally and fiscally responsible manner is vital for a healthy future. In 2011, YSPH formed a Sustainability Committee that developed and implemented a Sustainability Strategic Plan for the School. Individual, central and institutional priorities included waste, energy, water/food, procurement, and transportation. Goals included 25% paper reduction, Green Certifications, academic integration, and community environmental stewardship. Following the University’s launch of the 2013-2016 Sustainability Strategic Plan and building on progress made to date, the School will implement an action plan to advance the restructured YSPH and Yale goals in the coming years.

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. The School has an active Diversity Committee. It conducts an annual evaluation of the School’s
recruitment, retention and mentorship of diverse faculty, student and staff and develops proposals to improve inclusivity. 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, 2014-2015**

- Prepare for the School’s Centennial celebrations in 2015.

- Ensure successful implementation of the YSPH sustainability action plan.

- Continue improving 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.