In the three years since I started as Dean of the School of Public Health at Yale, we have made substantial progress implementing our strategic plan for achieving greater excellence in research, education, and public health practice. Nevertheless, a great deal more can be done. Below I summarize the issues on which I will place special emphasis in the coming year, based on previous external reviews, interviews conducted by a consultant I hired who interviewed faculty, staff, and administrators last year, and my own assessments. They are organized according to the strategic goals specified in my original five-year revitalization plan.1

Strategic Goal: Enhance Research Excellence for Knowledge and Impact

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

We have completed external reviews of the two divisions about which the most concerns had been raised by previous reviews; the Global Health Division and the Epidemiology of Microbial Diseases (EMD) Division.

In response to the recommendations of the external committee that reviewed the Global Health Division, we had dissolved the Division and created a school-wide Global Health Concentration, directed by a committee chaired by Elizabeth Bradley. Last year we completed developing or revising key courses for the global health curriculum and the first cohort of students to be admitted since 2006 is entering the new MPH global health concentration in September 2009. There are 22 students entering the concentration in 2009; 13 new students and 9 Yale College students who are in the YSPH BA-BS/MPH program.

To help develop the global health program, we successfully completed the recruitment of two outstanding young global health faculty, Achyuta Adhvaryu, an economist who will start in December 2009 as Assistant Professor in the Division of Health Policy & Administration and

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1 Revitalization of Public Health at Yale: Strategic Goals and Objectives for the Yale School of Public Health, Department of Epidemiology and Public Health in the Yale School of Medicine. Paul D. Cleary, Ph.D., June 6, 2008
Jhumka Gupta who will start as an Assistant Professor of Epidemiology in the Division of Chronic Disease Epidemiology in September 2009. We also are very fortunate that a senior scholar, Rafael Pérez-Escamilla, who we recruited to head our Office of Community Health has extensive experience conducting global health research. Dr. Pérez-Escamilla will join us as a Professor in the Chronic Disease Epidemiology Division in September 2009.

As recommended by the committee that reviewed the Epidemiology of Microbial Diseases Division, we are recruiting a senior faculty member to lead and integrate multidisciplinary research programs that bridge laboratory and field research efforts.

One strategy I proposed for encouraging and facilitating programmatic scholarship was to conduct faculty searches by program area rather than Division. One of the areas in which we decided to recruit was genomics. In the past year, we successfully recruited Anita Wang, who will join us as an Assistant Professor in Biostatistics in September 2009 and Andy DeWan, who will start this September as an Assistant Professor in the Chronic Disease Epidemiology Division. Drs. Wang and DeWan conduct research related to genomics.

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

One of the most important and problematic areas of collaboration between the YSPH and other parts of the School of Medicine is biostatistics. The biostatistics faculty at YSPH are outstanding and critical to many of the research projects in the School of Medicine. Problems associated with biostatistical collaboration had been discussed for many years but not addressed adequately. We now have agreement about the structure, organization, and financing of an Analytic Sciences Group that will be established as an Internal Service Provider (ISP) and facilitate collaborative statistical work. To head that effort and expand our statistical expertise related to clinical trials, we have successfully recruited Dr. Peter Peduzzi, who will join us a Professor of Public Health in the Biostatistics Division in January 2010.

In general, our faculty 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 2008 fiscal year, for example, we received $31,178,030 in federal grant support and $6,154,432 in non-federal support, for a total of $37,332,462. We think that this is an outstanding achievement considering how difficult it is to obtain research funding of late. We expect our grant support to increase substantially this coming year due to the large number of proposals submitted in response to American Reinvestment and Recovery Act (ARRA) opportunities.

Nevertheless, it is important to continue to strive for greater excellence. In addition to recruiting new faculty, it is important to maximize the excellence of faculty currently at Yale. Since arriving at Yale, I have made several changes in the way we provide information and support to junior faculty and we have reviewed mentoring programs throughout the country. A priority last
year was to develop and implement a junior faculty mentoring program. That program took longer to develop than anticipated but an initial plan has now been developed, reviewed by all division heads, and is being implemented in September 2009.

Also, we are striving to improve the diversity of our faculty. To that end, we sponsored a study on “Investigating Policies and Procedures for Recruiting, Retaining, and Promoting Underrepresented Minority Faculty” that was conducted by an external consultant in collaboration with a standing committee of the Association of Yale Alumni of Public Health (AYAPH), the Emerging Majority Affairs Committee (EMAC). That report has been completed and we are working to implement recommendations in that report.

**Priority for 2009-2010**

Now that we have successfully rebuilt our global health program and successfully recruited outstanding faculty in global health, genomics, and biostatistics we will concentrate on ensuring that our MPH global health concentration is one of the best in the country, continue supporting programmatic research, and develop a well functioning analytic sciences group that will facilitate and support collaborative clinical research. In the coming year, we also will focus on recruiting a leading scholar to head and strengthen the excellence of the Epidemiology of Microbial Diseases Division, and we will work to improve and institutionalize our faculty mentoring plan.

Now that issues in several divisions have been, or will soon be, addressed, I will focus on the Division of Environmental Health Sciences (EHS). When I arrived at Yale, EHS was a very small division, but EHS teaching was supported in part by faculty at the John B. Pierce Laboratory and the Section of Occupational Medicine at YSM. The Pierce Laboratory has decided that it will not focus on environmental issues in the future, emphasizing instead systems physiology. Mark Cullen, who taught an important EHS course, left Yale last year and the Section of Occupational Medicine has not recruited a replacement. Thus, it is critical that we build EHS. To that end, we will host an external review committee this fall that will evaluate our teaching and research programs in EHS and make recommendations for how best to enhance that division.

I expect that the recently launched Global Health Concentration and other global health initiatives, such as the Global Health Leadership Institute will be very successful. It is now time to focus on developing a more programmatic, interdisciplinary approach to global research. Betsy Bradley will conduct a university-wide strategic planning process, and as Director of our Center for Interdisciplinary Research on AIDS (CIRA), I have initiated a series of workshops to stimulate the development of interdisciplinary HIV research programs in a select number of foreign sites. We also will identify principles for developing relationships with foreign universities. We are receiving increasing numbers of requests to establish such relationships and it is important that we ensure high quality, mutually beneficial, and sustainable programs.

**Strategic Goal: Maximize Student Experiences**

We have made substantial progress in improving student experiences at YSPH. In my first three years, we completed strategic reviews of our overall education program and public health
practice activities and programs, we have made numerous changes to our curricula, created an Office of Community Health, and appointed an Associate Dean for Academic Affairs. We also launched a new MPH program for professionals with advance degrees that attracted 20 outstanding students this year. Informal feedback, course ratings, and the interviews conducted by our consultant indicate substantial improvements in student and faculty satisfaction with the MPH and MS programs. For example, on exit surveys administered to graduating MPH students, in 2007, 76% of students said they would recommend the MPH program to a prospective student. That figure increased to 94% last year. In 2007, 7% of the students rated their experience as poor and 78% rated their experience as excellent or good. Last year no students rated their experience as poor and 92% rated their experience as excellent or good. Applications for MPH admission have increased 30% in the past three years and this year we had a record number of 1049 applications, a 16% increase from last year. Our entering MPH class consists of 125 students, including twenty two from other countries. Students from the United States come from 31 states.

In June, 2007, the Council on Education for Public Health (CEPH) granted the Yale School of Public Health full accreditation for seven years, contingent on providing two interim reports. The first interim report, due in spring, 2008 addressed the development and dissemination of concentration learning objectives for our masters and doctoral degree programs, as well as a modification of Biostatistics requirements for the 5-year joint program with Yale College students. The second interim report submitted in the spring of 2009 provided information about the functional independence of the School, the monitoring and assessment processes for MPH internships, and strategies for recruiting a diverse faculty. To address the functional independence criterion, Dean Alpern, Deputy Provost Spangler, and Provost Salovey worked with faculty and staff at the school to articulate current and revised policies regarding the relationships between the School of Medicine and the School of Public Health. YSPH’s newly established Office of Community Health has successfully instituted comprehensive procedures for internships, and the creation of a Faculty Mentoring Plan and other strategies will likely improve faculty diversity.

We were delighted to learn in July, 2009 that CEPH approved the changes that had been made to meet compliance for all criteria. The wording of the letter accepting the changes was such that the issue of “independence” raised regularly by CEPH (Yale is the only accredited school of public health that is part of a medical school) should no longer be a concern.

I do not plan any new initiatives in these areas in 2009-2010.

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

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

In the 2008-2009 academic year we developed criteria for public health practice experiences and established a new Office of Community Health that is responsible for coordinating and
evaluating summer internships and providing students with quality public health practice experiences. While we were recruiting a senior faculty member to head that office, we hired Elaine O’Keefe as the Acting Director, who has worked in public health her entire career, including 14 years as Health Director of Stratford, Connecticut. We also were very fortunate to be able to recruit Dr. Rafael Pérez-Escamilla, as mentioned earlier, who will be a Professor in the Chronic Disease Epidemiology Division and Director of the Office of Community Health effective in September 2009.

A review of staffing functions also has led us to reorganize the coordination of student internships. Previously, both the Office of Student Affairs and the Office of Community Health dealt with internship issues. To improve the efficiency and effectiveness of those functions, they are now consolidated in the Office of Community Health.

Another objective in my revitalization plan was to focus and coordinate domestic activities on programs that have the potential of leading to improvements in the health of New Haven residents. To that end, we established the Community Alliance for Research and Engagement (CARE). We have been successful in obtaining several grants to support those activities and look forward to CARE becoming a focus of our mutually beneficial relationship with the New Haven community.

**Priority for 2009-2010**

My priority in the coming year will be to oversee the implementation and smooth operation of our new Office of Community Health and continue the development of the CARE initiative.

**Strategic Goal: Improve Management and Infrastructure**

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

In my first three years at YSPH, we have completed and are implementing a short-term space plan. Several research groups have been moved to increase consolidation, and construction will start soon on the 6th floor of 60 College Street. As a result of a review of the YSPH library, we moved many of our journals and books to off-site storage. Also, we closed our physical library at 47 College Street and the new point of library service will be the Yale School of Medicine library. This has resulted in significant savings with very little decrease in service.

We have not yet developed a long-range space plan. With our newly recruited faculty, we have had to relocate some faculty who formerly were in 60 College St. to research sites in other buildings. Our faculty and research activities are now spread across 4 on-campus facilities and 5 off-campus facilities. Less than 42% of our occupied space is in the main YSPH building at 60 College St. Although we have been able to move some long-term faculty to off-site locations to
make space for new faculty, this approach is very disruptive and the lack of consolidated space is an increasing source of problems for faculty and staff.

To improve the effectiveness and efficiency of management support at the school, we established a position to supervise administrative support staff for faculty and implemented a new staffing model. The School is still addressing challenges with the new model with the support of faculty and staff input.

**Priority for 2009-2010**

Now that our initial space planning is completed, it is clear that even with the space that currently is being renovated we do not have adequate space for YSPH faculty and staff. Thus, my highest priority this year will be to work with Dean Alpern, Deputy Dean Slayman, and George Zdru to develop both an intermediate and long-term space plan.

Another priority in the coming year is to continue improving the administrative support management and staffing model.

**Strategic Goal: Improve the Financial Foundation of School Activities**

Objectives related to the financial status of the school included developing a better financial model for allocation of discretionary resources for research and teaching, ensuring that faculty salaries were appropriate in the current “market,” and increasing development activities. Over the past year, we have held several faculty meetings to discuss better ways of aligning financial incentives and disincentives with our mission. As a result of those discussions, we developed recommendations for a comprehensive financial model for the school that was unanimously adopted by faculty this past year and has now been implemented.

In each of the past three years, we have conducted an analysis of YSPH salaries compared to other salaries in the School of Medicine and other schools of public health. The reviews indicated that YSPH was compensating faculty at lower levels than comparable institutions. In 2007 and 2008, we increased salaries more than inflation. Comparative data are now reviewed annually. Due to the financial crisis, faculty salaries were not increased last year and this has caused a serious problem in terms of equity within the School and in terms of comparable salaries at other institutions. Many other universities also have implemented salary freezes or even salary cuts, but there are a substantial number of top-ranked universities that still compete for the best faculty. Thus, it is critical that we offer competitive salaries again soon.

There was not a strong tradition of development efforts for the school, but we have been relatively successful recently and will continue to nurture relationships with potential supporters of the school’s mission. During the past three years, 13 new endowed funds have been created at the School, and an additional six funds have been promised in bequests. In addition, the donors of an existing fund to support scholarships for students from Latin America have made several new gifts, and numerous alumni and friends of the School have made significant current use gifts to support domestic and international programs. To put this in perspective, between the School’s
founding in 1915 and 2005, approximately 25 endowed funds were created, compared to the 19 funds established in the past three years.

**Priority for 2009-2010**

A priority for next year will be to adjust faculty salaries so that they are equitable within the YSPH and competitive with other institutions. I also will continue to focus on development activities.

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

To improve “brand awareness” for the school, senior administrators at Yale conducted a careful review of the ways in which different names were used to refer to the school (of Public Health) and department (Epidemiology and Public Health in the Yale School of Medicine), and a comprehensive policy for name use has been developed and adopted.

A related objective was to develop a plan to enhance communication. We now hold routine town hall meetings and “random” lunches with staff, and regularly distribute a school-wide electronic newsletter. We also have hired a communications director who developed and launched a new magazine, *Yale Public Health*, which has received praise from many constituents.

We are redesigning the school website to improve visibility and improve the way in which we communicate about our activities to web site visitors, but have no other new communication initiatives planned for the coming year. We will continue to refine and improve communication strategies developed over the past three years.

**Summary**

The strategic priorities for the coming academic year at the YSPH include monitoring and refining several initiatives started over the past three years, including the Global Health concentration, the new MPH program for advanced professionals, the Analytic Sciences Group, the new mentoring program, our new magazine, *Yale Public Health*, the Office of Community Health, and the Community Alliance for Research and Engagement (CARE). We also will continue working on improving issues related to the management of administrative support personnel.

New initiatives that will be a priority in the coming year include:

- Recruit leadership for the Epidemiology of Microbial Diseases Division
- Conduct a review of the Environmental Health Sciences Division
- Develop models of collaborative, interdisciplinary global research
- Develop principles for relationships with international universities
- Develop a long-range space plan
- Adjust faculty salaries to address internal and external equity issues