# Yale School of Public Health 2017-2018 Goal-Setting

## I. 10-Year Goals (Successes by 2027)

A. Implement high-impact, interdisciplinary programs that lead the world in vision and methods as to how to study prevention and health care to guide more efficient and effective systems.

B. Spearhead a single, long-term flagship New Haven health initiative to engage more deeply key community and Yale University partners, achieving a measurable health impact.

C. Provide a cross-disciplinary campus learning environment that fosters translational research, cultivating innovators, leaders, pioneers, creators, and entrepreneurs in public health for undergraduate, masters, and doctoral students, and post-doctoral fellows.

D. Become a leader in promoting diversity and inclusion among faculty, students, and staff at Yale and among schools of public health nationwide.

E. Attract a highly qualified, diverse student body with career aspirations that are closely aligned with YSPH strengths and priorities, as well the domestic and global needs for public health professionals; maximize financial aid and optimize numbers (e.g., increase number of doctoral students).

F. Through visionary research, outstanding instruction, and effective communications, elevate YSPH to be ranked by *U.S. News & World Report* as one of the top 5 schools of public health (now ranked 14th)

## II. 2017-2018 YSPH Goals

A. Promulgate new and expanded research initiatives/priorities

B. Launch new and expanded teaching initiatives/priorities

C. Broaden and deepen YSPH engagement with wider Yale and external partners

D. Improve diversity and cultural competency of faculty, students, and staff

E. Begin a YSPH continuous quality improvement system for key functions, based on improved progress metrics assessments

F. Improve development and alumni relations

### Initiatives/priorities with bulleted examples (partner schools): focus on 2017-2018 activities

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<thead>
<tr>
<th>Initiatives/priorities</th>
<th>Examples</th>
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<tbody>
<tr>
<td><strong>Research</strong></td>
<td>Urban/community health in greater New Haven (FES, YSM, YSN)</td>
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<td>Maternal, Neonatal, &amp; Child Health over the Lifespan</td>
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<td>Health Informatics, Data Sciences, Mathematical Modeling (FAS, FES, YSM, YSE)</td>
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<td>Social entrepreneurship (FAS, SOA, SOM)</td>
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<td>Global emergencies, e.g. Climate Change &amp; Health (FAS, FES, SOM, YSE, YSM, YSN)</td>
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<td>Social determinants (e.g., stigma, poverty, health care, built environment) of health (FAS, SOA, FES, YSA, YDS, YSL, YSM, YSN)</td>
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<td>Health and well-being of disenfranchised and underrepresented communities (e.g., LGBT, substance users, low-income). (FAS, YSL, YSM, YSN)</td>
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<td>Laboratory sciences: metabolomics, toxicology, tropical infectious diseases (FAS, YSM)</td>
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<td><strong>Teaching</strong></td>
<td>Full-scale curriculum review and reform</td>
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<td>Develop distance learning, executive MPH, part-time MPH, and short courses within a coherent Business Plan (SOM)</td>
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<td>Improve coordination and coherence of the student internships process with the Office of Public Health Practice and Office of Career Services</td>
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<td>Continue the growth of the YSPH MPH, MS, and doctoral programs to an optimal faculty:student ratio that helps address future/emerging public health needs and priorities</td>
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<td><strong>Wider engagement</strong></td>
<td>Develop a strategic vision with goals for the school that incorporate the views of faculty, staff, students, alumni, and other friends of the school</td>
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- Build a university-wide Yale Institute for Global Health with a dual Africa and China emphasis (YSN, YSM, other schools, Yale-linked non-governmental organizations [NGOs])
- Continue to teach/invite into supervised placements global health undergraduates (FAS)
- Develop urban/community health initiative to measurably improve New Haven health, StandingUp4PublicHealth (FES, FAS, YSM, YSN, government, NGOs, CBOs)
- Respond more aggressively to the research questions inherent in the regional and national opioid epidemic (YSM, YSN, health departments, community-based organizations [CBOs])
- Expand current LGBTQ initiative (FAS, YSM, YSL)
- Expand Regulatory Sciences (YSL, YSM, dual GHJP)
- Expand the impact of InnovateHealth Yale/social entrepreneurship via new collaborations and increased presence in the New Haven community (FES, FAS, SOM, YDS, YSM)
- Improve LEPH space and aesthetics enhancement, including the Sustainability Action Plan, living walls, and basement classroom space (YSA, SOA)

### Diversity
- Improve diversity of the faculty to have more role models from non-majority sectors
- Commence AYAPH Emerging Majority Affairs Committee (EMAC) follow-up report emphasizing faculty hiring, promotion and satisfaction (2009 report on Investigating Policies and Procedures for Recruiting, Retaining, and Promoting Underrepresented Minority Faculty at Yale School of Public Health)
- Continue development and implementation of diversity training for students, staff and faculty

### Management QI
- Modify faculty expectations to bring them in line with peer institutions and fiscal realities
- Enable faculty peer review for all grants to improve research competitiveness
- Complete the first round of faculty recruitment to fill key gaps in YSPH expertise
- Finalize leadership organizational changes in office of the dean, departments, and programs; launch a management committee to improve communications and innovation
- Improve space/aesthetics/sustainability; advocate for infrastructure upgrades to support Sustainability Action Plan and Carbon Charge Program, working with YSM Facilities Planning
- Follow-up on the Workplace Survey Action Plan by engaging leadership to support ‘teamwork’ and other key elements from 2017 results
- Build capacity for institutional research for all key management elements of the school, e.g., grant monitoring, faculty research, alumni activities, student data, CEPH/ASPPH metrics, finances

### Development and Alumni
- Develop a comprehensive development strategy with targeting of key potential donors: Corporations and Foundations, YSPH in the capital campaign, approach to major gifts, efforts towards a transformative gift (e.g., new building); strategic alumni outreach
- Communications expansion and improvement to package and present YSPH work more effectively to prospective donors, alumni, and the wider public
- Through faculty outreach, seek face-to-face alumni engagement in the top 10 volume regions in the US, e.g., NYC, Boston, New Haven, Philadelphia, Washington DC, Los Angeles
- Within Student Affairs, more effectively market the MPH program to medical and nursing students; rationalize the process of matching YSPH students to internships and jobs, engaging alumni when appropriate

### III. One key factor that you track regularly to ensure progress in your school
- **RESEARCH:** Extramural funding for high impact science
- **TEACHING:** Short-term student and long-term alumni satisfaction
- **FUTURE METRICS:** Impact of research (citations, policy changes, memberships and awards, e.g., National Academy of Medicine) and alumni engagement (roles, connectedness)