Goals and Priorities for the 2015-2016 Academic Year
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I. SUMMARY OF 2015-2016 YSPH PRIORITIES

RESEARCH

- Recruit and support faculty who will facilitate our growth as one of the top five schools of public health in the world, 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.
- Launch a research collaboration with the Cyprus Centre for the Advancement of Research and Development in Educational Technology (CARDET) in Cyprus.
- Support development of a new Center for Neuro-epidemiological research that will be led by a new School of Medicine faculty member, Dr. Elan Louis.
- Explore more individualized approaches to assessing and improving health, i.e. “precision health.”
- Explore ways of expanding collaborations in Africa.
- Explore the opportunity for cross-departmental and cross-campus interdisciplinary focus on climate change and health.

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 partnerships with Shanghai Jiao Tong University, Fiocruz (Brazil), and Yale-National University of Singapore (NUS).
- Continue to integrate our MBA/MPH and Health Care Management students with SOM students.
- Explore expansion of, and support for, an interdisciplinary Regulatory Affairs program with the Law School and SOM.
- Continue improving the percentage of admitted MPH, MS, and PhD students who matriculate.
- Improve the recruitment of, and funding for all students, in particular, PhD students.
- Strengthen and expand the Global Health Studies Program in Yale College.
- Continue developing opportunities for YSPH Alumni to interact with, and support students.
- Develop curriculum in climate change and health at YSPH and at Yale College.

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.

MANAGEMENT AND INFRASTRUCTURE

- Finalize and implement a plan for use of the new space at 100 College St. that will facilitate cutting edge collaborative research.
• Assess and continue to improve the quality and efficiency of 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, and identify priority areas from the 2014 survey.

FINANCE
• Identify new sources of funding for research and continue to identify cost saving opportunities.
• Develop a 5-year development strategic plan with Yale Corporate & Foundations Relations.
• Work with the YSPH Leadership Council and University Leadership to develop support to further the School’s and University’s mission, specifically using the ongoing 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 reputation as a leading school of public health.

HISTORY, DIVERSITY AND SUSTAINABILITY
• Continue celebrating the School’s Centennial celebrations in 2015 through numerous activities and events.
• Ongoing implementation of the YSPH sustainability action plan, with emphasis on curriculum and research integration, student engagement and New Haven impact.
• 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.
II. SWOT

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, Cyprus
- Leadership of Yale Global Health Initiative; prominence at Yale and nationally
- Low student to faculty ratio

WEAKNESSES
- Heavy reliance on federal research support
- Limited financial aid
- Small PhD program
- Development challenges compared to other 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 more than 20% 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
- Rapidly expanding knowledge in genomics and availability of data about health that create opportunities for more individualized approaches to assessing and improving individual health; i.e., “precision health”
- Changing accreditation criteria that probably will allow more curriculum flexibility
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. Last year, we were ranked by *U.S. News and World Report* as one of the top ten global universities for public health. Also, the YSPH Health Care Management program received the *US News and World Report* #2 Best Value and #3 Overall National Rankings.

During the coming year, the last of my second term, 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). Following the recommendations of those reviews, we have revitalized each of those departments. I also 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 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 2014-2015 we were very successful recruiting 3 outstanding new faculty members. Short descriptions of them are provided below.
Department of Chronic Disease Epidemiology

**Anne Marie Jukic, PhD**, Assistant Professor, Chronic Disease Epidemiology.
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. PhD, University of North Carolina.

Department of Health Policy and Management

**Jason L. Schwartz, PhD**, Assistant Professor, Health Policy and Management. 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 acted upon by health care providers and the public. His specific interests focus on vaccination programs and policies. Dr. Schwartz also served as a staff member for the Presidential Commission for the Study of Bioethical Issues, an advisory body to President Obama. PhD, University of Pennsylvania.

**Reza Yaeoubi, PhD** Assistant Processor, Health Policy and Management. Dr. Yaeoubi is an epidemiological modeler of infectious diseases whose proposed research has the potential to help efforts to reduce the prevalence of Tuberculosis (TB). His innovative, interdisciplinary research combines infectious disease epidemiology, health economics, operations research and decision science to develop mathematical and simulation models for TB epidemics. These unique adaptive models will provide flexible and efficient decision-support tools for public health policy makers to improve detection and treatment of multidrug-resistant tuberculosis (MDR-TB), and could ultimately provide the framework for application on other epidemics.

Recruitment Priorities for 2015-2016

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 recent reinvigoration of the Department of Environmental Health Sciences (EHS), we are recruiting a new faculty member. Also, a search for another new member of the Biostatistics faculty will continue in the coming year and below we describe several joint recruitments for the Department of Biostatistics.

We will continue the national search for a junior faculty member in Health Policy and Management or Health Care Management. Betsy Bradley, a prominent senior member of the Department of Health Policy and Management, recently assumed the Directorship of the Brady-Johnson Program in Grand Strategy thus, we need to plan to hire someone who can assume at least some of her former activities in health management and global health.

We previously had decided to recruit a faculty member who does research on mental health issues, but that position has temporarily been put on hold because of concerns about the financial situation.
The Department of Chronic Disease Epidemiology (CDE) is recruiting a new faculty member in the Clinician Educator Track to help teach core courses. With the departures of Susan Mayne from CDE and the Rudd Center from Yale, there is a gap of expertise related to food and nutrition in YSPH at a time when the interest in this field from our MPH and doctoral program applicants continues to increase. Rafael Pérez-Escamilla has been working with faculty in the Global Health Initiative and the Yale Child Study Center on an initiative on Early Child Development (ECD) that would bring nutrition and public health to the forefront of research on early child development. In the coming years we should continue to build expertise in this area. The Epidemiology of Microbial Diseases Department will need to continue hiring faculty to address absences from retirements or departures.

In addition to recruiting new faculty, it is important to maximize the excellence of current faculty. We have instituted new activities to support junior faculty and help them pursue external funding such as mock peer-review sessions as part of the faculty mentoring program and will continue to monitor and improve that 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 has 38 faculty and staff that include 20 biostatisticians (12 PhD), 5 epidemiologist (3 PhD), 3 PhD statistical geneticists/bioinformaticians, 1 medical informaticist, 6 recently added IT/data management staff and 3 administrative personnel. Eight of the faculty are regular track YSPH faculty in the Department of Biostatistics. YCAS is also planning to recruit a PhD ladder track faculty member in collaboration with the Yale Center on Addiction and Substance Abuse (CASA). The Department of Biostatistics in collaboration with, and with the financial support if, the Department of Veterans Affairs (VA), is recruiting a new faculty member who will direct the VA’s national Cooperative Studies Program.

The primary goals for this year are to develop data coordinating center collaborations with industry, to expand international collaborations via a memorandum of understanding with the Center for the Advancement of Research and Development in Educational Technology (CARDET) in Cyprus, and to develop a student run Statistical Lab to provide YSM and YSPH students with access to statistical expertise that may be required for their theses.

We have worked closely with the School of Medicine to plan collaborative research space at the new 100 College building. In the coming year, we are eager to support the development of a new interdisciplinary Center for Neuro-epidemiological research that will be led by a new School of Medicine recruit, Dr. Elan Louis.

The rapidly expanding knowledge about genomics and the increasing availability of large amounts of data about health risks, behaviors, and outcomes is creating opportunities for studying and responding to health risks in exciting new ways. Just as there is increasing interest in “precision medicine,” we are working on developing concepts and potentially a more coordinated approach to “precision health.”

For many years, YSPH faculty have worked on collaborative projects to address diseases in Africa. With the establishment of the Yale Africa Initiative and the start of Eddie Mandhry in the Office of International Affairs (OIA) as the Director for Africa, we will explore possibilities for expanding our collaborations in Africa.
Climate change and health is emerging as a very high priority in the future of public health, with increased interest from students. This year, several YSPH faculty explored the opportunity for cross-departmental and cross-campus interdisciplinary focus on climate change and health. We are delighted that in July (2015) we received a four-year $1.2 million dollar grant from the Overlook International Foundation to develop a program on climate change and health. The major focus of that initiative will be education, but we also received funds to stimulate interdisciplinary pilot research projects.

Priorities for Enhancing Research Excellence in 2015-2016

- Recruit and support faculty who will facilitate our growth as one of the top five schools of public health in the world, 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.
- Launch a research collaboration with the Cyprus Centre for the Advancement of Research and Development in Educational Technology (CARDET) in Cyprus
- Support development of a new Center for Neuro-epidemiological research that will be led by a new School of Medicine faculty member, Dr. Elan Louis.
- Explore more individualized approaches to assessing and improving health, i.e. “precision health.”
- Explore ways of expanding collaborations in Africa.
- Explore the opportunity for cross-departmental and cross-campus interdisciplinary focus on climate change and health.

STRATEGIC GOAL: MAXIMIZE STUDENT EXPERIENCES

We have made substantial progress in improving student experiences at YSPH. Since 2006, we have reviewed 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. A manuscript describing the program was recently published in a special issue in the American Journal of Public Health on Innovations in Public Health Education. The number of applicants for that program has grown dramatically and we have increased the total number of MBA-MPH students by more than 300% in just five years.

Our Global Health Concentration, Regulatory Affairs program, and Five-Year BA-BS/MPH Program for Yale College students are very popular and highly rated. Last year, for example, we were ranked by U.S. News and
**World Report** as one of the top ten global universities for public health. Also, the YSPH Health Care Management program received the *US News and World Report* #2 Best Value and #3 Overall National Rankings.

We used the five-year Yale College-YSPH program as a model to launch a similar five-year BS/MPH program in collaboration with Yale-NUS and are scheduled to start admissions in 2015-2016. We also have signed agreements to launch dual degree programs with Shanghai Jiao Tong University (BS/MPH) and Fiocruz (MS) in Brazil.

Under the direction of our Associate Dean for Academic Affairs, we regularly assess our curriculum to identify opportunities for further improvements and work 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. One of the issues we have discussed with the leadership team this year is how best to expand use of the Clinician Educator track so that we maintain the excellence of our research while at the same time improve the quality of our teaching. Our accreditation body, The Council for Education on Public Health (CEPH) is changing the accreditation criteria to allow more flexibility in the design of the curriculum for the MPH degree. This will provide new opportunities for our faculty to offer courses and practice experiences that are more closely aligned with the interests of our students and our areas of expertise. We were pleased to receive a full seven-year accreditation from CEPH this past year.

As of January 1, 2015, YSPH hired a new Associate Dean for Student Affairs, Frank Grosso, PhD, who for the previous 12 years was the Assistant Dean of Student Affairs at the Yale School of Nursing. Prior to that, he worked at The Catholic University of America in multiple positions and he is an adjunct faculty member at Bay Path University and Southern Connecticut State University. He holds a PhD in Education Administration from The Catholic University of America, a MA in Higher Education Administration from The George Washington University and a BA in Economics from Eastern Connecticut State University.

Dr. Grosso’s goals and priorities include streamlining the admissions process for our growing number of academic programs, enhancing the academic strength of each incoming class, updating guidelines for the Yale School of Public Health Committee on Academic and Professional Integrity (CAPI), improving student financial aid and career support services, and collaborating with Yale’s Writing Center to support YSPH students.

According to 2014 data compiled by the Association of Schools of Public Health, YSPH had the third lowest MPH acceptance rate of the 51 schools of public health in the U.S. The national average was 59.4% and Yale’s was 37.2%, substantially better than Harvard’s (53.2%). We increased the acceptance rate somewhat this year (from 34.7%) 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 (40.0% in 2014), it has been increasing over the past several years. (2010: 24%, 2015: 30%; see Appendix A).

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, 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 2014 graduates 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 again 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.

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 at Yale 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.”

YSPH has a Regulatory Affairs program for MPH students which allows them to obtain a certificate in that area. This year we will explore developing a more robust program in collaboration with the Law School, the School of Management, and the School of Medicine.

A recently established 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 Medicine. For the last two years, IHY supported summer internships in social enterprises and brought to campus world leaders in social entrepreneurship.

Given the importance of changes in the environment and their potential impact on health, we think it is important to explore building expertise in this area. We established a task force this year to develop plans for
expanding our course offerings and build research expertise in this area. We are delighted that in July (2015) we received a four-year $1.2 million dollar grant from the Overlook International Foundation to (1) Create a new cohort of leaders dedicated to addressing climate change and health, (2) Establish an educational program on climate change and health at YSPH that will be a resource and locus for interested students across the University, and (3) Catalyze research on climate change and health.

Alumni play a critical role in providing information and career advice and support to students. YSPH has a vibrant and engaged alumni association and we will continue to work with alumni to facilitate interactions with students.

**Priorities for Maximizing Student Experiences in 2015-2016**

- 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 partnerships with Shanghai Jiao Tong University, Fiocruz (Brazil), and Yale-National University of Singapore (NUS).
- Continue to integrate our MBA/MPH and Health Care Management students with SOM students. One tactic for doing that will be to use rising second year MBA/MPH students as career coaches at the School of Management.
- Continue improving the percentage of admitted MPH, MS, and PhD students who matriculate.
- Explore expansion of, and support for, an interdisciplinary Regulatory Affairs program with the Law School and SOM.
- Improve the recruitment of, and funding for all students, in particular, PhD students.
- Strengthen and expand the Global Health Studies Program in Yale College.
- Develop curriculum in climate change and health at YSPH and at Yale College.
- Continue developing opportunities for YSPH Alumni to interact with, and support students.

**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.

Additionally, we have supported a number of initiatives since 2008 to help strengthen the sense of community both among YSPH students, staff and faculty, and with the New Haven community. This past year, we
created and dedicated a Centennial Day of Service in conjunction with Yale’s, with over 100 volunteers (100 for 100) in 4 neighborhood and environmental sites across New Haven. With much enthusiasm from participants and the sites, we hope to make it an annual event.

Priorities for Focusing and Coordinating Practice and Service Activities in 2015-2016

- 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.

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 situation is very disruptive to teaching and research activities, and the lack of consolidated space is an increasing challenge for faculty and staff.

A major part of a 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. We are engaged in a planning process for use of that space that will continue in the coming year.

Under the direction of our Assistant Dean for Finance and Administration, we have undertaken a major reorganization of our Office of Finance and Administration and have reviewed all administrative staff functions and positions so that we can better meet the administrative and fiscal needs of the faculty and staff. We will continue a second phase of reorganization in the coming year.

A YSPH Workplace Survey Committee, convened in fall 2013, has developed and is implementing recommendations for staff career development and recognition initiatives and will modify its activities based on findings from the 2014 survey.

Priorities for Improving Management and Infrastructure in 2015-2016

- Finalize and implement a plan for use of the new space at 100 College St. that will facilitate cutting edge collaborative research.
- Assess and continue to improve the quality and efficiency of 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, and identify priority areas from the 2014 survey.

STRATEGIC GOAL: IMPROVE THE FINANCIAL FOUNDATION OF SCHOOL ACTIVITIES
Our faculty members are conducting outstanding research. In FY 2014, we received $33.0M in federal grant support and $6.0M in non-federal support, for a total of $39.0M. However, this represents a $6.3 million decrease (14%) from last year and, after five years of steady growth, marks the second consecutive year of decline in external support for research. We attribute this decrease largely to federal budget constraints and are optimistic that research support has stabilized and will begin to increase.

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. 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 Foundations 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. We are fortunate to have received several endowed and current use gifts from this group in FY 2015. In addition, the School is immersed in its Centennial year, and we are making a concerted effort to capitalize on this significant milestone. Steps to this end have included 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 2015-2016

- Identify new sources of funding for research and continue to identify cost saving opportunities.

- Develop a 5-year development strategic plan with Yale Corporate & Foundations Relations.

- Work with the YSPH Leadership Council and University Leadership to develop support to further the School’s and University’s mission, specifically using the ongoing Centennial celebrations to stimulate new giving.

**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 redesigned our website and strengthened our social media strategies to improve visibility and more effectively communicate with our constituents.

After engaging 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 in 2013, they 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.”

One example of that new branding strategy is the use in 2015 of our Centennial logo that highlights collaboration.

Priorities for Enhancing the School Brand in 2015-2016

- 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**

We are celebrating the School’s Centennial throughout the 2015 calendar year. Activities include tributes to the individuals and accomplishments of the last century, as well as an exploration of the future of public health. Among the many initiatives, we are producing a short video highlighting the past, present and future of the School using our branding theme of collaboration. A series of departmental lectures by public health leaders focused on “Public Health in the 21st Century” has taken place on campus, as well as a YSM Library exhibit on 100 Years of Public Health at Yale, joint conferences with F&ES and SOM, and the Community Day of Service. Also, Centennial Winslow Medals are being awarded to prominent individuals who have made a major contribution to the research, education and practice of public health, this year’s Association of Yale Alumni Annual Assembly will focus on public health and we hope to join the university in celebration of Founders Day. 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. 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, School priorities shifted from predominately operations goals to integrating well-being into daily lives at YSPH and a focus on leadership and capacity building through curriculum and research integration, deepened student collaborations and a positive impact in New Haven. We look forward to the university’s next strategic phase in 2016.

As part of the new grant on climate change and health from the Overlook International Foundation, YSPH will implement a program to offset student carbon footprints and incentivize students, faculty, and staff to reduce their CO2 emissions. The program will be overseen by a Greenhouse Gas Reduction Committee including faculty, students and staff. The funds will come directly from the Dean’s personal discretionary fund to signal a personal commitment to this important issue. YSPH will also incorporate a session on sustainability, including greenhouse gas reduction, into its orientation program for matriculating MPH students. Students will complete their carbon footprint calculations during this session and will be advised about concrete steps to reduce their footprints.

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, 2015-2016

- Celebrate the School’s Centennial celebrations in 2015 through numerous activities and events.

- Ongoing implementation of the YSPH sustainability action plan, with emphasis on curriculum and research integration, student engagement and New Haven impact.

- 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.
APPENDIX A: MPH AND PhD PROGRAM ACCEPTANCE AND YIELD RATES, 2009-2015

MPH vs. PhD

- MPH Yield %
- MPH Admit %
- YSPH PhD Admit %
- GSAS PhD Admit %