WEBVTT

NOTE duration:"00:16:00"

NOTE recognizability:0.931

NOTE language:en-us

NOTE Confidence: 0.9322681

00:00:02.280 --> 00:00:03.995 It's great to see you all here.

NOTE Confidence: 0.9322681

00:00:04.000 --> 00:00:07.624 I actually am a little bit more in this

NOTE Confidence: 0.9322681

00:00:07.624 --> 00:00:10.280 world than my bio may make it sound.

NOTE Confidence: 0.9322681

00:00:10.280 --> 00:00:12.100 I have a courtesy appointment in the

NOTE Confidence: 0.9322681

00:00:12.100 --> 00:00:13.718 School of Epidemiology and Public health,

NOTE Confidence: 0.9322681

00:00:13.720 --> 00:00:15.720 School of Public Health,

NOTE Confidence: 0.9322681

00:00:15.720 --> 00:00:17.817 and a big piece of the research that used

NOTE Confidence: 0.9322681

00:00:17.817 --> 00:00:19.960 to be done in my lab and I say used to

NOTE Confidence: 0.9322681

00:00:20.022 --> 00:00:22.038 close the lab when I became president,

NOTE Confidence: 0.9322681

00:00:22.040 --> 00:00:23.640 concerned how to make,

NOTE Confidence: 0.9322681

00:00:23.640 --> 00:00:25.640 how to motivate health behaviors.

NOTE Confidence: 0.9322681

00:00:25.640 --> 00:00:26.920 So we worked in cancer.

NOTE Confidence: 0.9322681

00:00:26.920 --> 00:00:30.196 We worked in HIV AIDS primarily,

NOTE Confidence: 0.9322681

1

00:00:30.200 --> 00:00:32.000 and we did laboratory work.

NOTE Confidence: 0.9322681

00:00:32.000 --> 00:00:34.604 We also did field experiments where

NOTE Confidence: 0.9322681

00:00:34.604 --> 00:00:37.021 we would randomly assign whole

NOTE Confidence: 0.9322681

00:00:37.021 --> 00:00:39.433 neighborhoods to multimedia campaigns

NOTE Confidence: 0.9322681

00:00:39.433 --> 00:00:42.265 around using sunscreen or eating fruits

NOTE Confidence: 0.9322681

00:00:42.265 --> 00:00:44.931 and vegetables or using a condom

NOTE Confidence: 0.9322681

00:00:44.931 --> 00:00:47.795 when you have sex or what have you,

NOTE Confidence: 0.9322681

00:00:47.800 --> 00:00:50.380 and actually use some psychological

NOTE Confidence: 0.9322681

00:00:50.380 --> 00:00:52.960 principles to design those campaigns.

NOTE Confidence: 0.9322681

00:00:52.960 --> 00:00:53.440 And then.

NOTE Confidence: 0.935679118823529

00:00:55.640 --> 00:00:57.108 And then follow them,

NOTE Confidence: 0.935679118823529

00:00:57.108 --> 00:00:58.943 follow individuals for a couple

NOTE Confidence: 0.935679118823529

00:00:58.943 --> 00:01:01.105 of years and actually measure

NOTE Confidence: 0.935679118823529

00:01:01.105 --> 00:01:03.435 changes in behavior which is was

NOTE Confidence: 0.935679118823529

00:01:03.435 --> 00:01:06.360 fun to think about how to do that.

NOTE Confidence: 0.935679118823529

00:01:06.360 --> 00:01:08.516 It was the work was funded by

NOTE Confidence: 0.935679118823529

00:01:08.516 --> 00:01:09.839 National Cancer Institute and I.

NOTE Confidence: 0.935679118823529

00:01:09.840 --> 00:01:12.522 So I wrote all ones for the 1st 25

NOTE Confidence: 0.935679118823529

00:01:12.522 --> 00:01:15.520 years of my career and it's all you know,

NOTE Confidence: 0.935679118823529

00:01:15.520 --> 00:01:16.920 not you. Many of you are doing

NOTE Confidence: 0.935679118823529

00:01:16.920 --> 00:01:18.359 all kinds of different things,

NOTE Confidence: 0.935679118823529

00:01:18.360 --> 00:01:19.914 but for those of you who are

NOTE Confidence: 0.935679118823529

00:01:19.920 --> 00:01:21.438 running research laboratories,

NOTE Confidence: 0.935679118823529

00:01:21.438 --> 00:01:24.992 that was that was my life for

NOTE Confidence: 0.935679118823529

00:01:24.992 --> 00:01:28.420 first half of my my career here,

NOTE Confidence: 0.935679118823529

00:01:28.420 --> 00:01:31.180 I look around and I'm delighted

NOTE Confidence: 0.935679118823529

00:01:31.180 --> 00:01:33.766 to see more diversity than we

NOTE Confidence: 0.935679118823529

00:01:33.766 --> 00:01:37.055 used to see in in entering cohorts

NOTE Confidence: 0.935679118823529

00:01:37.055 --> 00:01:40.739 of faculty and that's a good,

NOTE Confidence: 0.935679118823529

00:01:40.739 --> 00:01:44.098 that's a very, very good thing.

NOTE Confidence: 0.935679118823529

00:01:44.098 --> 00:01:45.024 Universitywide,

NOTE Confidence: 0.935679118823529

00:01:45.024 --> 00:01:48.440 I think last year,

NOTE Confidence: 0.935679118823529

00:01:48.440 --> 00:01:51.112 I think 2728% of offers that

NOTE Confidence: 0.935679118823529

00:01:51.112 --> 00:01:52.780 were made of offers that were

NOTE Confidence: 0.935679118823529

00:01:52.835 --> 00:01:55.680 accepted were from members of

NOTE Confidence: 0.935679118823529

00:01:55.680 --> 00:01:58.060 underrepresented groups here at Yale.

NOTE Confidence: 0.935679118823529

00:01:58.060 --> 00:02:00.285 And that that that represents

NOTE Confidence: 0.935679118823529

00:02:00.285 --> 00:02:02.320 improvement to you know the best,

NOTE Confidence: 0.935679118823529

00:02:02.320 --> 00:02:05.440 the best groups including the best

NOTE Confidence: 0.935679118823529

00:02:05.440 --> 00:02:08.148 faculty are ones where we represented

NOTE Confidence: 0.935679118823529

00:02:08.148 --> 00:02:10.233 diversity of viewpoints from all,

NOTE Confidence: 0.935679118823529

00:02:10.240 --> 00:02:10.632 you know,

NOTE Confidence: 0.935679118823529

00:02:10.632 --> 00:02:12.200 and I mean diversity in all different ways,

NOTE Confidence: 0.935679118823529

00:02:12.200 --> 00:02:14.856 the obvious ones ethnicity and and gender

NOTE Confidence: 0.935679118823529

00:02:14.856 --> 00:02:17.320 and and and back you know family background,

NOTE Confidence: 0.935679118823529

00:02:17.320 --> 00:02:19.156 but all kinds of other ways

NOTE Confidence: 0.935679118823529

00:02:19.160 --> 00:02:22.622 to sexual orientation,

4

NOTE Confidence: 0.935679118823529

00:02:22.622 --> 00:02:24.364 economic background,

NOTE Confidence: 0.935679118823529

00:02:24.364 --> 00:02:28.610 even political viewpoints all all

NOTE Confidence: 0.935679118823529

00:02:28.610 --> 00:02:33.170 contribute to our to our excellence.

NOTE Confidence: 0.935679118823529

00:02:33.170 --> 00:02:35.396 We're at a time in the university

NOTE Confidence: 0.935679118823529

00:02:35.396 --> 00:02:37.414 when we are expanding where

NOTE Confidence: 0.935679118823529

00:02:37.414 --> 00:02:39.889 we're building new facilities and

NOTE Confidence: 0.935679118823529

00:02:39.890 --> 00:02:41.325 believe me on this side of campus,

NOTE Confidence: 0.935679118823529

00:02:41.330 --> 00:02:44.768 I know the need for all of that.

NOTE Confidence: 0.935679118823529

00:02:44.768 --> 00:02:46.124 But it is an exciting time.

NOTE Confidence: 0.935679118823529

00:02:46.130 --> 00:02:48.744 It's a historic time and let me just

NOTE Confidence: 0.935679118823529

00:02:48.744 --> 00:02:51.110 give you a just a few ways in which

NOTE Confidence: 0.935679118823529

00:02:51.110 --> 00:02:53.438 we're building primarily on Yale's strengths,

NOTE Confidence: 0.935679118823529

00:02:53.440 --> 00:02:54.480 historic strengths,

NOTE Confidence: 0.935679118823529

00:02:54.480 --> 00:02:57.600 but and building them to preeminence.

NOTE Confidence: 0.935679118823529

00:02:57.600 --> 00:03:00.600 So we have initiatives in science

NOTE Confidence: 0.935679118823529

00:03:00.600 --> 00:03:02.160 and engineering as you heard,

NOTE Confidence: 0.935679118823529

00:03:02.160 --> 00:03:04.310 we have initiatives in data

NOTE Confidence: 0.935679118823529

00:03:04.310 --> 00:03:05.600 based social science,

NOTE Confidence: 0.935679118823529

00:03:05.600 --> 00:03:08.120 particularly if it has policy relevance.

NOTE Confidence: 0.935679118823529

00:03:08.120 --> 00:03:10.234 We have initiatives in the Arts and

NOTE Confidence: 0.935679118823529

00:03:10.234 --> 00:03:11.962 Sciences and we're providing more

NOTE Confidence: 0.935679118823529

00:03:11.962 --> 00:03:13.877 support for faculty and students.

NOTE Confidence: 0.935679118823529

00:03:13.880 --> 00:03:15.357 I don't have time to give you

NOTE Confidence: 0.935679118823529

00:03:15.357 --> 00:03:16.680 the hour long talk on this,

NOTE Confidence: 0.935679118823529

00:03:16.680 --> 00:03:18.360 but I'll give you the four

NOTE Confidence: 0.935679118823529

00:03:18.360 --> 00:03:20.628 minute version of it since you

NOTE Confidence: 0.935679118823529

00:03:20.628 --> 00:03:22.336 are probably getting hungry.

NOTE Confidence: 0.935679118823529

00:03:22.340 --> 00:03:24.650 In sciences and engineering we

NOTE Confidence: 0.935679118823529

00:03:24.650 --> 00:03:27.094 had a wonderful committee that

NOTE Confidence: 0.935679118823529

00:03:27.094 --> 00:03:30.658 identified the areas in which Yale,

NOTE Confidence: 0.935679118823529

00:03:30.660 --> 00:03:32.043 Yale should invest.

NOTE Confidence: 0.935679118823529

00:03:32.043 --> 00:03:35.270 And the criteria was where are we

NOTE Confidence: 0.935679118823529

00:03:35.361 --> 00:03:37.708 already strong but where is also

NOTE Confidence: 0.935679118823529

00:03:37.708 --> 00:03:40.064 the world ready to have Yale make a

NOTE Confidence: 0.935679118823529

00:03:40.064 --> 00:03:41.864 difference where we could what can

NOTE Confidence: 0.935679118823529

00:03:41.864 --> 00:03:43.980 we have impact And they identified

NOTE Confidence: 0.935679118823529

00:03:43.980 --> 00:03:45.780 data science and computer science.

NOTE Confidence: 0.935679118823529

00:03:45.780 --> 00:03:48.916 We have huge expansion going on there.

NOTE Confidence: 0.935679118823529

00:03:48.920 --> 00:03:49.191 Why?

NOTE Confidence: 0.935679118823529

00:03:49.191 --> 00:03:51.088 The data scientists will be in the

NOTE Confidence: 0.935679118823529

00:03:51.088 --> 00:03:52.959 Klein Tower up on the North End of

NOTE Confidence: 0.935679118823529

00:03:52.959 --> 00:03:54.718 campus at the top of Science Hill,

NOTE Confidence: 0.935679118823529

00:03:54.720 --> 00:03:55.812 which is now open.

NOTE Confidence: 0.935679118823529

00:03:55.812 --> 00:03:57.317 We've renovated, it's now open.

NOTE Confidence: 0.935679118823529

00:03:57.317 --> 00:03:59.550 The 14th floor is one of the

NOTE Confidence: 0.935679118823529

00:03:59.625 --> 00:04:01.998 great views of all of New Haven.

NOTE Confidence: 0.935679118823529

00:04:02.000 --> 00:04:03.784 Second area is neuroscience.

00:04:03.784 --> 00:04:06.014 My department psychology moved to

00:04:06.014 --> 00:04:09.560 100 College St. the Alexion building.

00:04:09.560 --> 00:04:13.379 Below us is the Woodside Institute

00:04:13.379 --> 00:04:15.944 which mostly focuses on neuroscience

00:04:15.944 --> 00:04:16.970 approach to

00:04:17.046 --> 00:04:19.554 human cognition and below that is

00:04:19.554 --> 00:04:21.334 the department of Neuroscience from

00:04:21.334 --> 00:04:23.770 the medical school, lots of shared

00:04:26.290 --> 00:04:30.650 imaging equipment and and the like.

00:04:30.650 --> 00:04:33.104 3rd area is inflammation science that's

00:04:33.104 --> 00:04:35.156 building on the great immunobiology

00:04:35.156 --> 00:04:38.288 that goes on over here on this side of

00:04:38.362 --> 00:04:41.338 campus and working on inflammation in

00:04:41.338 --> 00:04:45.690 particular as a kind of new disease model.

00:04:45.690 --> 00:04:49.056 Really planetary solutions is what we

NOTE Confidence: 0.92902243

00:04:49.056 --> 00:04:51.688 call climate change and the response

NOTE Confidence: 0.92902243

00:04:51.688 --> 00:04:53.584 to it also biodiversity in the

NOTE Confidence: 0.92902243

00:04:53.584 --> 00:04:55.537 response loss and the response to it.

NOTE Confidence: 0.92902243

00:04:55.540 --> 00:04:57.908 University wide projects going

NOTE Confidence: 0.92902243

00:04:57.908 --> 00:04:59.790 on in that area.

NOTE Confidence: 0.92902243

00:04:59.790 --> 00:05:01.940 And then finally quantum science,

NOTE Confidence: 0.92902243

00:05:01.940 --> 00:05:03.716 quantum engineering, quantum materials,

NOTE Confidence: 0.92902243

00:05:03.716 --> 00:05:05.936 maybe the first quantum computer

NOTE Confidence: 0.92902243

00:05:05.936 --> 00:05:07.419 will be built at Yale.

NOTE Confidence: 0.92902243

00:05:07.420 --> 00:05:10.094 We have real faculty strength in that,

NOTE Confidence: 0.92902243

00:05:10.100 --> 00:05:12.980 in that area.

NOTE Confidence: 0.92902243

00:05:12.980 --> 00:05:15.696 I can elaborate on all of that.

NOTE Confidence: 0.92902243

00:05:15.700 --> 00:05:17.446 But what's wonderful is in many

NOTE Confidence: 0.92902243

00:05:17.446 --> 00:05:19.203 of the areas that particularly

NOTE Confidence: 0.92902243

00:05:19.203 --> 00:05:21.299 affect medical school directly,

NOTE Confidence: 0.92902243

00:05:21.300 --> 00:05:22.420 neuroscience, inflammation,

NOTE Confidence: 0.92902243

00:05:22.420 --> 00:05:25.220 you can see some synergies.

NOTE Confidence: 0.92902243

00:05:25.220 --> 00:05:27.296 So the medical system is building

NOTE Confidence: 0.92902243

00:05:27.296 --> 00:05:30.990 a new wing of the hospital on the

NOTE Confidence: 0.92902243

00:05:30.990 --> 00:05:33.636 Saint Ray's campus focused on

NOTE Confidence: 0.92902243

00:05:33.636 --> 00:05:35.220 neurodegenerative diseases, right.

NOTE Confidence: 0.92902243

00:05:35.220 --> 00:05:36.532 So there's,

NOTE Confidence: 0.92902243

00:05:36.532 --> 00:05:39.560 there's some synergy there as

NOTE Confidence: 0.92902243

00:05:39.560 --> 00:05:41.680 as well in inflammation.

NOTE Confidence: 0.92902243

00:05:41.680 --> 00:05:44.557 The School of Medicine just announced the

NOTE Confidence: 0.92902243

00:05:44.557 --> 00:05:47.559 new Center for Infection and Immunity.

NOTE Confidence: 0.92902243

00:05:47.560 --> 00:05:51.480 There's contributions from molecular biology,

NOTE Confidence: 0.92902243

00:05:51.480 --> 00:05:54.168 there's contributions from machine

NOTE Confidence: 0.92902243

00:05:54.168 --> 00:05:57.240 learning and obviously from immunology.

NOTE Confidence: 0.92902243

00:05:57.240 --> 00:05:58.314 So again,

NOTE Confidence: 0.92902243

00:05:58.314 --> 00:06:01.784 you can already start to feel the

NOTE Confidence: 0.92902243

00:06:01.784 --> 00:06:06.752 changes that we're making just very

NOTE Confidence: 0.92902243

00:06:06.752 --> 00:06:09.462 quickly in other science priorities.

NOTE Confidence: 0.92902243

00:06:09.462 --> 00:06:11.302 We now have a new

NOTE Confidence: 0.9153022

00:06:14.350 --> 00:06:16.822 plan for a School of Engineering

NOTE Confidence: 0.9153022

00:06:16.822 --> 00:06:18.990 campus and an expansion by 30%

NOTE Confidence: 0.9153022

00:06:18.990 --> 00:06:20.566 of our engineering faculty.

NOTE Confidence: 0.9153022

00:06:20.566 --> 00:06:23.470 As I said, all of our data scientists

NOTE Confidence: 0.9153022

00:06:23.470 --> 00:06:25.670 are now in Kline Biology Tower,

NOTE Confidence: 0.9153022

00:06:25.670 --> 00:06:28.635 except those affiliated with Biostat

NOTE Confidence: 0.9153022

00:06:28.635 --> 00:06:32.110 in the School of Public Health or the

NOTE Confidence: 0.9153022

00:06:32.110 --> 00:06:35.950 new informatics group here in medicine.

NOTE Confidence: 0.9153022

00:06:35.950 --> 00:06:40.140 Most of them are in Kline Tower. The

NOTE Confidence: 0.92740333

00:06:42.300 --> 00:06:43.460 What else can I mention?

NOTE Confidence: 0.92740333

00:06:43.460 --> 00:06:45.884 The the Jackson School of Global

NOTE Confidence: 0.92740333

00:06:45.884 --> 00:06:48.146 Affairs has a huge commitment

NOTE Confidence: 0.92740333

00:06:48.146 --> 00:06:51.530 to database public policy in the

NOTE Confidence: 0.92740333

00:06:51.530 --> 00:06:54.140 international arena and the Tobin Center.

NOTE Confidence: 0.92740333

00:06:54.140 --> 00:06:55.660 These are all new programs.

NOTE Confidence: 0.92740333

00:06:55.660 --> 00:07:00.613 The Tobin Center is a a group that

NOTE Confidence: 0.92740333

00:07:00.613 --> 00:07:03.254 brings public policy issues to the

NOTE Confidence: 0.92740333

00:07:03.254 --> 00:07:05.126 attention of data-driven economists,

NOTE Confidence: 0.92740333

00:07:05.130 --> 00:07:06.330 political scientists,

NOTE Confidence: 0.92740333

00:07:06.330 --> 00:07:08.730 little bit public health

NOTE Confidence: 0.92740333

00:07:08.730 --> 00:07:10.386 and psychology as well.

NOTE Confidence: 0.92740333

00:07:10.386 --> 00:07:11.526 So I think you get,

NOTE Confidence: 0.92740333

00:07:11.530 --> 00:07:13.490 you get the general idea,

NOTE Confidence: 0.92740333

00:07:13.490 --> 00:07:18.136 lots of fields we're investing in our areas

NOTE Confidence: 0.92740333

00:07:18.136 --> 00:07:21.489 where we can have impact on the world,

NOTE Confidence: 0.92740333

00:07:21.490 --> 00:07:25.130 that build on yield strengths and

NOTE Confidence: 0.92740333

00:07:25.130 --> 00:07:27.317 that generally are data-driven and

NOTE Confidence: 0.92740333

00:07:27.317 --> 00:07:28.598 generally are multidisciplinary.

12

NOTE Confidence: 0.92740333

00:07:28.598 --> 00:07:31.160 And those are kind of the

NOTE Confidence: 0.92740333

00:07:31.238 --> 00:07:33.268 overarching themes and strategy

NOTE Confidence: 0.92740333

00:07:33.268 --> 00:07:35.238 for the arts and humanities.

NOTE Confidence: 0.92740333

00:07:35.240 --> 00:07:36.254 Yale has always been very strong

NOTE Confidence: 0.92740333

00:07:36.254 --> 00:07:37.360 in the arts and humanities.

NOTE Confidence: 0.92740333

00:07:37.360 --> 00:07:37.890 And I.

NOTE Confidence: 0.92740333

00:07:37.890 --> 00:07:39.480 And you're going to discover that

NOTE Confidence: 0.92740333

00:07:39.480 --> 00:07:41.034 because we have great theater in town,

NOTE Confidence: 0.92740333

00:07:41.040 --> 00:07:42.740 great music in town,

NOTE Confidence: 0.92740333

00:07:42.740 --> 00:07:44.865 the world's best Art Museum

NOTE Confidence: 0.92740333

00:07:44.865 --> 00:07:47.038 on a university campus.

NOTE Confidence: 0.92740333

00:07:47.040 --> 00:07:49.609 The Center for British Art will reopen

NOTE Confidence: 0.92740333

00:07:49.609 --> 00:07:51.828 in December after we fix the roof.

NOTE Confidence: 0.92740333

00:07:51.830 --> 00:07:53.622 And other collections like

NOTE Confidence: 0.92740333

00:07:53.622 --> 00:07:55.862 the libraries and the Peabody

NOTE Confidence: 0.92740333

00:07:55.862 --> 00:07:58.053 Museum of Fantastic Peabody will

NOTE Confidence: 0.92740333

00:07:58.053 --> 00:08:00.143 reopen this winter as well.

NOTE Confidence: 0.92740333

00:08:00.150 --> 00:08:00.750 And

NOTE Confidence: 0.9373755

00:08:02.790 --> 00:08:05.340 but we moved all the humanities

NOTE Confidence: 0.9373755

00:08:05.340 --> 00:08:08.281 faculty to a quadrangle built on York

NOTE Confidence: 0.9373755

00:08:08.281 --> 00:08:10.310 Street over behind Sterling Library.

NOTE Confidence: 0.9373755

00:08:10.310 --> 00:08:14.066 And now three quarters 2/3 to 3/4 of the

NOTE Confidence: 0.9373755

00:08:14.066 --> 00:08:16.106 humanities faculty are all together.

NOTE Confidence: 0.9373755

00:08:16.110 --> 00:08:19.491 And so the language and literature faculty

NOTE Confidence: 0.9373755

00:08:19.491 --> 00:08:22.100 influence the historians and vice versa.

NOTE Confidence: 0.9373755

00:08:22.100 --> 00:08:23.912 You know, whether you study French

NOTE Confidence: 0.9373755

00:08:23.912 --> 00:08:25.686 literature, Spanish literature,

NOTE Confidence: 0.9373755

00:08:25.686 --> 00:08:28.618 Italian literature, Slavic literature,

NOTE Confidence: 0.9373755

00:08:28.620 --> 00:08:29.553 East Asian literature,

NOTE Confidence: 0.9373755

00:08:29.553 --> 00:08:31.419 you can now find each other.

NOTE Confidence: 0.9373755

00:08:31.420 --> 00:08:32.974 You those used to be separate buildings,

NOTE Confidence: 0.9373755

00:08:32.980 --> 00:08:34.560 separate parts of campus.

NOTE Confidence: 0.9373755

00:08:34.560 --> 00:08:36.140 There wasn't much crosstalk.

NOTE Confidence: 0.9373755

00:08:36.140 --> 00:08:37.168 So again,

NOTE Confidence: 0.9373755

00:08:37.168 --> 00:08:39.738 bringing people together across disciplines,

NOTE Confidence: 0.9373755

00:08:39.740 --> 00:08:43.020 that's the way we try to organize space.

NOTE Confidence: 0.9373755

00:08:43.020 --> 00:08:46.460 Now at at Yale, I finished,

NOTE Confidence: 0.9373755

00:08:46.460 --> 00:08:47.748 I I when I was listening off

NOTE Confidence: 0.9373755

00:08:47.748 --> 00:08:48.860 all the things we're doing,

NOTE Confidence: 0.9373755

00:08:48.860 --> 00:08:51.723 I mentioned that we're trying to build

NOTE Confidence: 0.9373755

00:08:51.723 --> 00:08:53.909 resources for faculty and students,

NOTE Confidence: 0.9373755

00:08:53.910 --> 00:08:55.238 for faculty.

NOTE Confidence: 0.9373755

00:08:55.238 --> 00:08:57.230 Obviously we're trying,

NOTE Confidence: 0.9373755

00:08:57.230 --> 00:09:00.140 we're trying to support our faculty

NOTE Confidence: 0.9373755

00:09:00.140 --> 00:09:02.028 financially even better than we already do.

NOTE Confidence: 0.9373755

00:09:02.030 --> 00:09:04.542 So we're building, we're in a campaign to

NOTE Confidence: 0.9373755

00:09:04.542 --> 00:09:06.829 raise money for endowed professorships,

NOTE Confidence: 0.9373755

00:09:06.830 --> 00:09:10.910 for lab funds and the like.

NOTE Confidence: 0.9373755

00:09:10.910 --> 00:09:13.583 We have a $7 billion goal in that campaign.

NOTE Confidence: 0.9373755

00:09:13.590 --> 00:09:15.240 We've raised 5 billion of it

NOTE Confidence: 0.9373755

00:09:15.240 --> 00:09:17.060 and we have three more years.

NOTE Confidence: 0.9373755

00:09:17.060 --> 00:09:20.164 So that's going very well as long as

NOTE Confidence: 0.9373755

00:09:20.164 --> 00:09:22.499 the endowment holds up over time.

NOTE Confidence: 0.9373755

00:09:22.500 --> 00:09:24.820 We had a + 40% year a couple years ago,

NOTE Confidence: 0.9373755

00:09:24.820 --> 00:09:26.302 but the most recent years have

NOTE Confidence: 0.9373755

00:09:26.302 --> 00:09:28.099 been like plus one or two percent.

NOTE Confidence: 0.9373755

00:09:28.100 --> 00:09:30.404 Markets are pretty moving sideways more

NOTE Confidence: 0.9373755

00:09:30.404 --> 00:09:34.140 than they're moving up, but we'll see.

NOTE Confidence: 0.9373755

00:09:34.140 --> 00:09:35.580 Maybe this next year is going

NOTE Confidence: 0.9373755

00:09:35.580 --> 00:09:36.820 to show better return.

NOTE Confidence: 0.9305454

00:09:39.420 --> 00:09:41.694 The. But the other thing we're

NOTE Confidence: 0.9305454

00:09:41.694 --> 00:09:43.675 doing in supporting faculty and

NOTE Confidence: 0.9305454

00:09:43.675 --> 00:09:45.635 students is focused on students.

NOTE Confidence: 0.9305454

00:09:45.640 --> 00:09:49.385 And that is, how can we make sure that

NOTE Confidence: 0.9305454

00:09:49.385 --> 00:09:52.071 students are able to come to Yale and

NOTE Confidence: 0.9305454

00:09:52.071 --> 00:09:53.968 pursue whatever it is they want to

NOTE Confidence: 0.9305454

00:09:53.968 --> 00:09:56.155 pursue and not be burdened with so much

NOTE Confidence: 0.9305454

00:09:56.155 --> 00:09:58.310 debt that they then have constraints on

NOTE Confidence: 0.9305454

00:09:58.310 --> 00:10:01.120 their career choices that they want to make?

NOTE Confidence: 0.9305454

00:10:01.120 --> 00:10:02.200 In Yale College,

NOTE Confidence: 0.9305454

00:10:02.200 --> 00:10:03.744 where our undergraduates are,

NOTE Confidence: 0.9305454

00:10:03.744 --> 00:10:05.674 we have essentially eliminated debt.

NOTE Confidence: 0.9305454

00:10:05.680 --> 00:10:07.728 So you hear a lot about the student

NOTE Confidence: 0.9305454

00:10:07.728 --> 00:10:09.319 debt problem for undergraduates.

NOTE Confidence: 0.9305454

00:10:09.320 --> 00:10:11.320 There's no student debt for

NOTE Confidence: 0.9305454

00:10:11.320 --> 00:10:13.124 undergraduates at Yale, right.

NOTE Confidence: 0.9305454

00:10:13.124 --> 00:10:15.540 That's a great thing.

NOTE Confidence: 0.9305454

17

00:10:15.540 --> 00:10:17.220 But for medical students,

NOTE Confidence: 0.9305454

00:10:17.220 --> 00:10:18.900 there's still student debt.

NOTE Confidence: 0.9305454

00:10:18.900 --> 00:10:20.538 It's lower than it used to be.

NOTE Confidence: 0.9305454

00:10:20.540 --> 00:10:22.956 The amount you have to borrow is now

NOTE Confidence: 0.9305454

00:10:22.956 --> 00:10:24.560 considerably lower than the average

NOTE Confidence: 0.9305454

00:10:24.560 --> 00:10:28.378 medical school in the country by a lot.

NOTE Confidence: 0.9305454

00:10:28.380 --> 00:10:29.820 But in nursing and public health,

NOTE Confidence: 0.9305454

00:10:29.820 --> 00:10:31.218 that is still kind of high.

NOTE Confidence: 0.9305454

00:10:31.220 --> 00:10:33.633 Those are the two highest Nurses

NOTE Confidence: 0.9305454

00:10:33.633 --> 00:10:36.859 graduate with $120,000 of debt.

NOTE Confidence: 0.9305454

00:10:36.860 --> 00:10:37.712 That's not a good,

NOTE Confidence: 0.9305454

00:10:37.712 --> 00:10:38.777 that's not a good situation.

NOTE Confidence: 0.9305454

00:10:38.780 --> 00:10:43.589 So we are matching gifts to the endowments

NOTE Confidence: 0.9305454

00:10:43.589 --> 00:10:45.107 of the school of public health,

NOTE Confidence: 0.9305454

00:10:45.110 --> 00:10:47.720 the School of Nursing and the

NOTE Confidence: 0.9305454

00:10:47.720 --> 00:10:51.910 medical school for $50 million each.

00:10:51.910 --> 00:10:54.606 And most of it focused on the educational

00:10:54.606 --> 00:10:56.189 mission of those of those schools.

00:10:56.189 --> 00:10:57.054 It's a little different in

00:10:57.054 --> 00:10:57.990 each one of those schools,

00:10:57.990 --> 00:11:00.405 but the ideas we're trying to leverage

00:11:00.405 --> 00:11:03.270 giving to those schools in part to bring,

00:11:03.270 --> 00:11:07.350 to continue to bring debt down.

00:11:07.350 --> 00:11:09.024 I think the last thing I want to say,

00:11:09.030 --> 00:11:09.816 two last things.

00:11:09.816 --> 00:11:11.941 The second last thing I think I want

00:11:11.941 --> 00:11:14.002 to say is I've been at Yale 42 years.

00:11:14.010 --> 00:11:16.490 I came as a graduate student in psychology.

00:11:16.490 --> 00:11:18.010 I was an intern psychology

00:11:18.010 --> 00:11:19.530 intern at the VA hospital.

00:11:19.530 --> 00:11:22.590 So those of you who are at the VAI was there

00:11:22.590 --> 00:11:25.050 as a health psychologist really for a year.

NOTE Confidence: 0.9305454

00:11:25.050 --> 00:11:26.890 And and then I've been,

NOTE Confidence: 0.9305454

00:11:26.890 --> 00:11:27.850 I was on the faculty,

NOTE Confidence: 0.9305454

00:11:27.850 --> 00:11:30.818 I still on the faculty now for 37 years.

NOTE Confidence: 0.9305454

00:11:30.818 --> 00:11:32.750 And I've had these various been

NOTE Confidence: 0.9305454

00:11:32.816 --> 00:11:35.330 privileged out of these leadership roles.

NOTE Confidence: 0.9305454

00:11:35.330 --> 00:11:36.730 That was never my goal.

NOTE Confidence: 0.9305454

00:11:36.730 --> 00:11:39.124 My goal was to teach introductory psychology

NOTE Confidence: 0.9305454

00:11:39.124 --> 00:11:41.526 and teach about emotions and run a lab.

NOTE Confidence: 0.9305454

00:11:41.530 --> 00:11:43.930 And that was true for about 20 years,

NOTE Confidence: 0.9305454

00:11:43.930 --> 00:11:46.850 but then moved into administration.

NOTE Confidence: 0.9305454

00:11:46.850 --> 00:11:49.570 And I have never seen in all of those years,

NOTE Confidence: 0.9305454

00:11:49.570 --> 00:11:50.959 those 37 years,

NOTE Confidence: 0.9305454

00:11:50.959 --> 00:11:53.274 better alignment between the medical

NOTE Confidence: 0.9305454

00:11:53.274 --> 00:11:56.610 school and the rest of campus and between

NOTE Confidence: 0.9305454

00:11:56.610 --> 00:11:59.569 the medical school and the health system.

NOTE Confidence: 0.9305454

00:11:59.570 --> 00:12:01.941 And we have more to do there.

NOTE Confidence: 0.9305454

00:12:01.941 --> 00:12:04.167 But this is a project that

NOTE Confidence: 0.9305454

00:12:04.167 --> 00:12:05.674 we're all working on.

NOTE Confidence: 0.9305454

00:12:05.674 --> 00:12:09.450 How do we make sure that our medical system

NOTE Confidence: 0.9305454

00:12:09.450 --> 00:12:12.949 is the kind of medical system we need

NOTE Confidence: 0.9305454

00:12:12.950 --> 00:12:17.185 for an academic environment and a great,

NOTE Confidence: 0.9305454

00:12:17.190 --> 00:12:21.306 great medical school such as this one.

NOTE Confidence: 0.9305454

00:12:21.310 --> 00:12:24.430 So working on that right now and the new CEO,

NOTE Confidence: 0.9305454

00:12:24.430 --> 00:12:28.670 Chris O'Connor is very much on the

NOTE Confidence: 0.9305454

00:12:28.670 --> 00:12:30.830 same page as as the university,

NOTE Confidence: 0.9305454

00:12:30.830 --> 00:12:32.906 which is a very good thing.

NOTE Confidence: 0.9305454

00:12:32.910 --> 00:12:35.066 The last thing I wanted to say,

NOTE Confidence: 0.9305454

00:12:35.070 --> 00:12:36.190 I am keeping track.

NOTE Confidence: 0.9310632

00:12:38.310 --> 00:12:40.142 You know, when lunch awakes, you know,

NOTE Confidence: 0.9310632

00:12:40.142 --> 00:12:42.670 you can't say the last thing four times.

NOTE Confidence: 0.9310632

00:12:42.670 --> 00:12:44.900 The last thing I will say is that how many

NOTE Confidence: 0.9310632

00:12:44.955 --> 00:12:46.927 of you are not from New Haven, right?

NOTE Confidence: 0.9310632

00:12:46.927 --> 00:12:49.189 Most of you. I wasn't either.

NOTE Confidence: 0.9310632

00:12:49.190 --> 00:12:50.228 I grew up in New Jersey,

NOTE Confidence: 0.9310632

00:12:50.230 --> 00:12:52.054 everybody from New Jersey.

NOTE Confidence: 0.9310632

00:12:52.054 --> 00:12:53.878 Anybody know where New

NOTE Confidence: 0.9310632

00:12:53.878 --> 00:12:55.903 Providence is in Union County?

NOTE Confidence: 0.9310632

00:12:55.903 --> 00:12:58.910 Anybody from New Providence my dad worked at?

NOTE Confidence: 0.9310632

00:12:58.910 --> 00:13:00.430 You're from New Providence.

NOTE Confidence: 0.9310632

00:13:00.430 --> 00:13:02.776 Your husband is from New Providence.

NOTE Confidence: 0.9310632

00:13:02.780 --> 00:13:03.698 I grew up in New Jersey.

NOTE Confidence: 0.9310632

00:13:03.700 --> 00:13:04.816 My dad worked for Bell Labs.

NOTE Confidence: 0.9310632

00:13:04.820 --> 00:13:06.084 He was a chemist.

NOTE Confidence: 0.9310632

00:13:06.084 --> 00:13:07.980 And then that was then in

NOTE Confidence: 0.9310632

00:13:08.058 --> 00:13:10.338 teenage years I was in Buffalo,

NOTE Confidence: 0.9310632

00:13:10.340 --> 00:13:12.968 NY Anybody from Buffalo

NOTE Confidence: 0.9310632

00:13:12.968 --> 00:13:16.253 usually see less from Buffalo.

NOTE Confidence: 0.9310632

00:13:16.260 --> 00:13:19.165 And then I went to Stanford for

NOTE Confidence: 0.9310632

00:13:19.165 --> 00:13:21.320 college and my family actually I

NOTE Confidence: 0.9310632

00:13:21.320 --> 00:13:23.930 moved to LA by then and state of

NOTE Confidence: 0.9310632

00:13:23.930 --> 00:13:25.670 California worked for a year before

NOTE Confidence: 0.9310632

00:13:25.670 --> 00:13:27.339 coming here for Graduate School.

NOTE Confidence: 0.9310632

00:13:27.340 --> 00:13:29.660 So I came here from the Bay Area

NOTE Confidence: 0.9310632

00:13:29.660 --> 00:13:32.236 and my thought was I'll be going

NOTE Confidence: 0.9310632

00:13:32.236 --> 00:13:34.469 right back to the Bay Area.

NOTE Confidence: 0.9310632

00:13:34.470 --> 00:13:34.940 You know,

NOTE Confidence: 0.9310632

00:13:34.940 --> 00:13:36.820 in those days it was more livable than

NOTE Confidence: 0.9310632

00:13:36.875 --> 00:13:38.787 it is right now actually in my opinion.

NOTE Confidence: 0.9310632

00:13:38.790 --> 00:13:41.198 But the the the that was what

NOTE Confidence: 0.9310632

00:13:41.198 --> 00:13:43.069 I thought I would do.

NOTE Confidence: 0.9310632

00:13:43.070 --> 00:13:45.390 And I fell in love with New Haven.

NOTE Confidence: 0.9310632

00:13:45.390 --> 00:13:47.854 And New Haven got better and better

NOTE Confidence: 0.9310632

00:13:47.854 --> 00:13:50.508 every year I've been here in 42 years.

NOTE Confidence: 0.9310632

00:13:50.510 --> 00:13:53.066 And the growth of this city,

NOTE Confidence: 0.9310632

00:13:53.070 --> 00:13:54.828 the economic growth of this city,

NOTE Confidence: 0.9310632

00:13:54.830 --> 00:13:57.350 the new biotech community that's here,

NOTE Confidence: 0.9310632

00:13:57.350 --> 00:13:59.372 the restaurant scene that has sprung

NOTE Confidence: 0.9310632

00:13:59.372 --> 00:14:02.074 up about that around that all the

NOTE Confidence: 0.9310632

00:14:02.074 --> 00:14:04.709 culture where the cultural capital

NOTE Confidence: 0.9310632

00:14:04.709 --> 00:14:07.876 really we say of of southern New England.

NOTE Confidence: 0.9310632

00:14:07.876 --> 00:14:10.860 But but there's an awful lot of culture here.

NOTE Confidence: 0.9310632

00:14:10.860 --> 00:14:13.135 And and the restaurants that I say,

NOTE Confidence: 0.9310632

00:14:13.140 --> 00:14:13.720 the restaurants,

NOTE Confidence: 0.9310632

00:14:13.720 --> 00:14:15.460 the food scene is really quite

NOTE Confidence: 0.9310632

00:14:15.460 --> 00:14:17.258 good at a fraction of what it

NOTE Confidence: 0.9310632

00:14:17.258 --> 00:14:18.740 costs in Boston or New York.

NOTE Confidence: 0.9310632

24

00:14:18.740 --> 00:14:20.644 Although it is more expensive than it

NOTE Confidence: 0.9310632

00:14:20.644 --> 00:14:22.540 used to be, the trucks on Cedar St.

NOTE Confidence: 0.9310632

00:14:22.540 --> 00:14:23.220 notwithstanding.

NOTE Confidence: 0.9279804

00:14:25.540 --> 00:14:29.258 Anyway, it it really turns out to be a great

NOTE Confidence: 0.9279804

00:14:29.258 --> 00:14:30.922 place to live and the lifestyle choices,

NOTE Confidence: 0.9279804

00:14:30.922 --> 00:14:33.442 you know live in town, live on the shoreline,

NOTE Confidence: 0.9279804

00:14:33.442 --> 00:14:36.110 live in in in the woods,

NOTE Confidence: 0.9279804

00:14:36.110 --> 00:14:38.030 you know are are are nice.

NOTE Confidence: 0.9279804

00:14:38.030 --> 00:14:39.507 And I hope, I hope you'll actually,

NOTE Confidence: 0.9279804

00:14:39.510 --> 00:14:41.162 I know you're all going to be

NOTE Confidence: 0.9279804

00:14:41.162 --> 00:14:42.737 incredibly busy but take some time

NOTE Confidence: 0.9279804

00:14:42.737 --> 00:14:45.270 to try to get to know New Haven.

NOTE Confidence: 0.9279804

00:14:45.270 --> 00:14:46.705 Try to take some time to immerse

NOTE Confidence: 0.9279804

00:14:46.705 --> 00:14:47.790 yourself in the community.

NOTE Confidence: 0.9279804

00:14:47.790 --> 00:14:51.070 Do something in the community,

NOTE Confidence: 0.9279804

00:14:51.070 --> 00:14:52.550 whether it's at, you know,

00:14:52.550 --> 00:14:54.386 one of our federally qualified clinics,

00:14:54.390 --> 00:14:55.670 if you're if you're clinician,

00:14:55.670 --> 00:14:57.845 or whether it's some other

00:14:57.845 --> 00:14:59.585 kind of volunteer work.

00:14:59.590 --> 00:15:01.590 Science in the school,

00:15:01.590 --> 00:15:04.514 science for the scientists we have science

00:15:04.514 --> 00:15:06.670 Saturdays for school children in New Haven.

00:15:06.670 --> 00:15:08.062 All kinds of ways to get

00:15:08.062 --> 00:15:08.990 involved in the community.

00:15:08.990 --> 00:15:11.070 It's a fascinating community.

00:15:11.070 --> 00:15:14.190 It's a community of incredible diversity,

00:15:14.190 --> 00:15:15.162 economically, ethnically.

00:15:15.162 --> 00:15:19.050 And I think you're going to love living

00:15:19.127 --> 00:15:23.406 here if you if you were skeptical and if

00:15:23.406 --> 00:15:26.654 you weren't skeptical, more power to you.

00:15:26.654 --> 00:15:28.770 That's a that's a good that that

NOTE Confidence: 0.9279804

00:15:28.770 --> 00:15:29.930 that represents a good shift.

NOTE Confidence: 0.9279804

00:15:29.930 --> 00:15:30.974 So enjoy it.

NOTE Confidence: 0.9279804

00:15:30.974 --> 00:15:32.366 Enjoy being at Yale.

NOTE Confidence: 0.9279804

00:15:32.370 --> 00:15:33.346 Enjoy the whole campus,

NOTE Confidence: 0.9279804

00:15:33.346 --> 00:15:35.570 which is really not just the medical school.

NOTE Confidence: 0.9279804

00:15:35.570 --> 00:15:37.649 The whole campus is yours to enjoy,

NOTE Confidence: 0.9279804

00:15:37.650 --> 00:15:39.504 but also enjoyed living in this

NOTE Confidence: 0.9279804

00:15:39.504 --> 00:15:41.528 part of the country and a great,

NOTE Confidence: 0.9279804

00:15:41.530 --> 00:15:42.118 vibrant,

NOTE Confidence: 0.9279804

00:15:42.118 --> 00:15:42.706 growing,

NOTE Confidence: 0.9279804

00:15:42.706 --> 00:15:45.058 changing city undergoing an

NOTE Confidence: 0.9279804

00:15:45.058 --> 00:15:47.410 incredible renaissance right here.

NOTE Confidence: 0.9279804

00:15:47.410 --> 00:15:48.650 And you're in the middle.

NOTE Confidence: 0.9279804

00:15:48.650 --> 00:15:50.090 You're in the middle of it.

NOTE Confidence: 0.9279804

00:15:50.090 --> 00:15:53.218 Thank you for making the decision to

NOTE Confidence: 0.9279804

00:15:53.218 --> 00:15:55.202 come to Yale and be on our faculty.

NOTE Confidence: 0.9279804

00:15:55.210 --> 00:15:56.008 Thanks so much.