

WEBVTT

NOTE duration:"00:21:08"

NOTE recognizability:0.900

NOTE language:en-us

NOTE Confidence: 0.976415695833333

00:00:00.000 --> 00:00:02.624 Thank you to those of you who did

NOTE Confidence: 0.976415695833333

00:00:02.624 --> 00:00:04.913 come in person and I'm actually not

NOTE Confidence: 0.976415695833333

00:00:04.913 --> 00:00:06.670 delivering the address so much as a

NOTE Confidence: 0.976415695833333

00:00:06.718 --> 00:00:08.594 Cliff notes really for the intention of

NOTE Confidence: 0.909971085

00:00:10.720 --> 00:00:13.359 tweaking your memory so that you will

NOTE Confidence: 0.909971085

00:00:13.359 --> 00:00:15.776 frame questions and things will come to

NOTE Confidence: 0.909971085

00:00:15.776 --> 00:00:18.400 mind that you wanted to to talk about.

NOTE Confidence: 0.909971085

00:00:18.400 --> 00:00:20.728 And so I'll start by just reminding you

NOTE Confidence: 0.909971085

00:00:20.728 --> 00:00:23.157 that with all the work that we're doing,

NOTE Confidence: 0.909971085

00:00:23.160 --> 00:00:25.476 they're really for cross cutting themes.

NOTE Confidence: 0.909971085

00:00:25.480 --> 00:00:30.045 And the first is about creating

NOTE Confidence: 0.909971085

00:00:30.045 --> 00:00:32.120 an environment where everyone can

NOTE Confidence: 0.909971085

00:00:32.120 --> 00:00:34.814 thrive that is inclusive and where

NOTE Confidence: 0.909971085

00:00:34.814 --> 00:00:37.480 we continue to recruit and retain  
NOTE Confidence: 0.909971085

00:00:37.480 --> 00:00:41.435 the the best talent in the world.  
NOTE Confidence: 0.909971085

00:00:41.440 --> 00:00:45.730 And I think this department embodies  
NOTE Confidence: 0.909971085

00:00:45.730 --> 00:00:48.760 that in in the talent that's here.  
NOTE Confidence: 0.909971085

00:00:48.760 --> 00:00:51.952 I'm looking at some of the honors  
NOTE Confidence: 0.909971085

00:00:51.952 --> 00:00:55.452 that you have received and some  
NOTE Confidence: 0.909971085

00:00:55.452 --> 00:00:57.956 of the national leadership.  
NOTE Confidence: 0.909971085

00:00:57.960 --> 00:00:59.080 I'll point out, for example,  
NOTE Confidence: 0.909971085

00:00:59.080 --> 00:01:01.800 that Marina is president of  
NOTE Confidence: 0.909971085

00:01:01.800 --> 00:01:02.940 the Society of Neuroscience.  
NOTE Confidence: 0.909971085

00:01:02.940 --> 00:01:04.096 As you know, Carolyn,  
NOTE Confidence: 0.909971085

00:01:04.096 --> 00:01:05.280 Missouri is recently doing  
NOTE Confidence: 0.909971085

00:01:05.280 --> 00:01:06.760 work for the White House,  
NOTE Confidence: 0.909971085

00:01:06.760 --> 00:01:09.796 which is a pretty good gig.  
NOTE Confidence: 0.909971085

00:01:09.800 --> 00:01:11.640 Charles \*\*\*\* president of American  
NOTE Confidence: 0.909971085

00:01:11.640 --> 00:01:13.480 Academy of Psychiatry and Law,

NOTE Confidence: 0.909971085

00:01:13.480 --> 00:01:15.720 Regita Sinha, Vice President for

NOTE Confidence: 0.909971085

00:01:15.720 --> 00:01:17.512 Research Society and Alcohol,

NOTE Confidence: 0.909971085

00:01:17.520 --> 00:01:20.240 Annie Klee, American Psychology

NOTE Confidence: 0.909971085

00:01:20.240 --> 00:01:21.600 Psychological Association.

NOTE Confidence: 0.909971085

00:01:21.600 --> 00:01:22.608 So you know,

NOTE Confidence: 0.909971085

00:01:22.608 --> 00:01:24.624 that's the the kind of leadership

NOTE Confidence: 0.909971085

00:01:24.624 --> 00:01:27.380 that I think it differentiates this

NOTE Confidence: 0.909971085

00:01:27.380 --> 00:01:29.691 department and this school and

NOTE Confidence: 0.909971085

00:01:29.691 --> 00:01:31.917 something that we want to promote

NOTE Confidence: 0.909971085

00:01:31.917 --> 00:01:33.959 our junior faculty to grow into.

NOTE Confidence: 0.909971085

00:01:33.960 --> 00:01:35.955 One of the ways we've done that

NOTE Confidence: 0.909971085

00:01:35.955 --> 00:01:38.760 is the creation of this faculty

NOTE Confidence: 0.909971085

00:01:38.760 --> 00:01:41.400 Annual Development questionnaire,

NOTE Confidence: 0.909971085

00:01:41.400 --> 00:01:42.960 Development Annual Questionnaire,

NOTE Confidence: 0.909971085

00:01:42.960 --> 00:01:45.456 F DAC, which is you know,

NOTE Confidence: 0.909971085

00:01:45.456 --> 00:01:47.912 we piloted 2 years ago and  
NOTE Confidence: 0.909971085

00:01:47.912 --> 00:01:50.440 did completely this year.  
NOTE Confidence: 0.909971085

00:01:50.440 --> 00:01:51.928 Keith Choda is going to be  
NOTE Confidence: 0.909971085

00:01:51.928 --> 00:01:53.440 showing to the chairs our data.  
NOTE Confidence: 0.909971085

00:01:53.440 --> 00:01:56.080 These are out of date as of about,  
NOTE Confidence: 0.909971085

00:01:56.080 --> 00:01:57.488 you know,  
NOTE Confidence: 0.909971085

00:01:57.488 --> 00:01:58.896 the summer,  
NOTE Confidence: 0.909971085

00:01:58.896 --> 00:02:02.752 but all but four departments  
NOTE Confidence: 0.909971085

00:02:02.752 --> 00:02:06.608 completed virtually 100% of this.  
NOTE Confidence: 0.909971085

00:02:06.608 --> 00:02:10.868 And the ideas really to frame the  
NOTE Confidence: 0.909971085

00:02:10.868 --> 00:02:13.403 conversation to give our faculty  
NOTE Confidence: 0.909971085

00:02:13.403 --> 00:02:15.520 better ways of thinking about  
NOTE Confidence: 0.889890035

00:02:18.200 --> 00:02:19.706 what questions they want to discuss  
NOTE Confidence: 0.889890035

00:02:19.706 --> 00:02:21.319 with their leaders and their chairs.  
NOTE Confidence: 0.889890035

00:02:21.320 --> 00:02:23.522 And interestingly, we are just getting  
NOTE Confidence: 0.889890035

00:02:23.522 --> 00:02:25.894 an early look at our university

NOTE Confidence: 0.889890035

00:02:25.894 --> 00:02:28.396 faculty survey data from this year.

NOTE Confidence: 0.889890035

00:02:28.400 --> 00:02:30.640 We now have a comparator for two

NOTE Confidence: 0.889890035

00:02:30.640 --> 00:02:33.120 years and the thing that showed the

NOTE Confidence: 0.889890035

00:02:33.120 --> 00:02:34.809 greatest improvement was our faculty's

NOTE Confidence: 0.889890035

00:02:34.809 --> 00:02:36.303 view of both formal and informal

NOTE Confidence: 0.889890035

00:02:36.303 --> 00:02:37.400 mentoring that they're getting.

NOTE Confidence: 0.889890035

00:02:37.400 --> 00:02:38.117 So it's really,

NOTE Confidence: 0.889890035

00:02:38.117 --> 00:02:39.790 I think starting to have an impact

NOTE Confidence: 0.889890035

00:02:39.837 --> 00:02:41.079 trying to get rid of that.

NOTE Confidence: 0.889890035

00:02:41.080 --> 00:02:43.760 What are we, what are we getting there?

NOTE Confidence: 0.889890035

00:02:43.760 --> 00:02:46.720 There's on the screen behind.

NOTE Confidence: 0.889890035

00:02:46.720 --> 00:02:47.800 Excuse me one second.

NOTE Confidence: 0.685094304

00:02:50.000 --> 00:02:51.200 OK, OK, great. I wasn't,

NOTE Confidence: 0.685094304

00:02:51.200 --> 00:02:54.800 I wasn't looking behind me.

NOTE Confidence: 0.685094304

00:02:54.800 --> 00:02:59.062 So lots of investments in career development,

NOTE Confidence: 0.685094304

00:02:59.062 --> 00:03:02.608 particularly in that period from training  
NOTE Confidence: 0.685094304

00:03:02.608 --> 00:03:05.637 to independence if you're a researcher.  
NOTE Confidence: 0.685094304

00:03:05.640 --> 00:03:07.953 And this is work that Keith is also leading.  
NOTE Confidence: 0.685094304

00:03:07.960 --> 00:03:09.880 But one of the groups that we have,  
NOTE Confidence: 0.9237314205

00:03:12.320 --> 00:03:14.234 we often lose our our international  
NOTE Confidence: 0.9237314205

00:03:14.234 --> 00:03:16.600 trainees who are not eligible for training  
NOTE Confidence: 0.9237314205

00:03:16.600 --> 00:03:18.994 grants by virtue of their visa status.  
NOTE Confidence: 0.9237314205

00:03:19.000 --> 00:03:20.760 So we're putting some internal  
NOTE Confidence: 0.9237314205

00:03:20.760 --> 00:03:22.520 money into bridging that gap.  
NOTE Confidence: 0.9237314205

00:03:22.520 --> 00:03:25.075 We had four awardees this past year.  
NOTE Confidence: 0.9237314205

00:03:25.080 --> 00:03:27.000 It's really had an impact.  
NOTE Confidence: 0.9237314205

00:03:27.000 --> 00:03:29.855 We're also investing significantly in  
NOTE Confidence: 0.9237314205

00:03:29.855 --> 00:03:33.600 support for graduate slots and for gaps  
NOTE Confidence: 0.9237314205

00:03:33.600 --> 00:03:36.148 in the postdoctoral fellows and the  
NOTE Confidence: 0.9237314205

00:03:36.148 --> 00:03:39.144 graduates as those now with the Local  
NOTE Confidence: 0.9237314205

00:03:39.144 --> 00:03:42.480 33 are going up considerably this year.

NOTE Confidence: 0.9237314205

00:03:42.480 --> 00:03:43.600 The long term play,

NOTE Confidence: 0.9237314205

00:03:43.600 --> 00:03:45.893 I think it's got to be developmental

NOTE Confidence: 0.9237314205

00:03:45.893 --> 00:03:48.077 support for these entities.

NOTE Confidence: 0.9237314205

00:03:48.080 --> 00:03:48.887 Our research faculty,

NOTE Confidence: 0.9237314205

00:03:48.887 --> 00:03:51.072 you know is a group that we have

NOTE Confidence: 0.9237314205

00:03:51.072 --> 00:03:52.554 I think taken for granted and

NOTE Confidence: 0.9237314205

00:03:52.554 --> 00:03:54.119 we are not alone in this.

NOTE Confidence: 0.9237314205

00:03:54.120 --> 00:03:56.784 I think this is across all

NOTE Confidence: 0.9237314205

00:03:56.784 --> 00:03:58.116 academic medical centers.

NOTE Confidence: 0.9237314205

00:03:58.120 --> 00:04:00.487 And so this is some of the work that

NOTE Confidence: 0.9237314205

00:04:00.487 --> 00:04:02.799 our recent task force recommended,

NOTE Confidence: 0.9237314205

00:04:02.800 --> 00:04:04.928 including standardizing the offer

NOTE Confidence: 0.9237314205

00:04:04.928 --> 00:04:07.588 letter so that there's clear

NOTE Confidence: 0.9237314205

00:04:07.588 --> 00:04:09.712 expectations and my joining this track

NOTE Confidence: 0.9237314205

00:04:09.712 --> 00:04:11.960 as a pathway to a different track.

NOTE Confidence: 0.9237314205

00:04:11.960 --> 00:04:14.340 I'm joining this track because I want  
NOTE Confidence: 0.9237314205

00:04:14.340 --> 00:04:16.759 to be leading a lab and a core and  
NOTE Confidence: 0.9237314205

00:04:16.760 --> 00:04:19.502 differentiating in which case we need  
NOTE Confidence: 0.9237314205

00:04:19.502 --> 00:04:22.384 to provide those career pathways And  
NOTE Confidence: 0.9237314205

00:04:22.384 --> 00:04:24.880 then actually developing an F DAC  
NOTE Confidence: 0.9237314205

00:04:24.880 --> 00:04:27.160 equivalent for our research track faculty.  
NOTE Confidence: 0.9237314205

00:04:27.160 --> 00:04:29.520 The learning there has been,  
NOTE Confidence: 0.9237314205

00:04:29.520 --> 00:04:33.034 there are issues with trust and issues  
NOTE Confidence: 0.9237314205

00:04:33.034 --> 00:04:35.027 particularly because our research track  
NOTE Confidence: 0.9237314205

00:04:35.027 --> 00:04:37.799 faculty very much rely on the funding of API.  
NOTE Confidence: 0.9237314205

00:04:37.800 --> 00:04:40.716 And so being completely honest about  
NOTE Confidence: 0.9237314205

00:04:40.720 --> 00:04:41.914 what your experience and what your  
NOTE Confidence: 0.9237314205

00:04:41.914 --> 00:04:43.440 obstacles is is a little bit harder.  
NOTE Confidence: 0.9237314205

00:04:43.440 --> 00:04:46.079 So we may have to think about  
NOTE Confidence: 0.9237314205

00:04:46.079 --> 00:04:46.833 this differently.  
NOTE Confidence: 0.9237314205

00:04:46.840 --> 00:04:48.360 I mentioned our surveys,



NOTE Confidence: 0.9237314205

00:04:48.360 --> 00:04:50.260 I think we've been well

NOTE Confidence: 0.9237314205

00:04:50.260 --> 00:04:51.639 surveyed over surveyed.

NOTE Confidence: 0.9237314205

00:04:51.640 --> 00:04:53.362 We're trying to get some discipline

NOTE Confidence: 0.9237314205

00:04:53.362 --> 00:04:55.503 around this and now we'll be alternating

NOTE Confidence: 0.9237314205

00:04:55.503 --> 00:04:57.381 the university survey which we just

NOTE Confidence: 0.9237314205

00:04:57.381 --> 00:04:59.160 did this year with this survey,

NOTE Confidence: 0.9237314205

00:04:59.160 --> 00:05:00.492 the double AMC survey.

NOTE Confidence: 0.9237314205

00:05:00.492 --> 00:05:02.157 But to give you examples,

NOTE Confidence: 0.9237314205

00:05:02.160 --> 00:05:04.030 this survey measures input from

NOTE Confidence: 0.9237314205

00:05:04.030 --> 00:05:06.680 students and staff as well as faculty.

NOTE Confidence: 0.9237314205

00:05:06.680 --> 00:05:08.840 So we get slightly different information.

NOTE Confidence: 0.9237314205

00:05:08.840 --> 00:05:11.540 It allows us to benchmark around

NOTE Confidence: 0.9237314205

00:05:11.540 --> 00:05:13.901 against other schools of medicine,

NOTE Confidence: 0.9237314205

00:05:13.901 --> 00:05:16.336 whereas the university survey really

NOTE Confidence: 0.9237314205

00:05:16.336 --> 00:05:19.135 allows us to benchmark against other

NOTE Confidence: 0.9237314205

00:05:19.135 --> 00:05:21.751 schools in the in the university.

NOTE Confidence: 0.9237314205

00:05:21.760 --> 00:05:23.592 And so these data are all the data

NOTE Confidence: 0.9237314205

00:05:23.592 --> 00:05:25.224 from these surveys at a high level

NOTE Confidence: 0.9237314205

00:05:25.224 --> 00:05:27.145 or all posted on our web page on

NOTE Confidence: 0.9237314205

00:05:27.145 --> 00:05:28.639 the School of Medicine web page.

NOTE Confidence: 0.9237314205

00:05:28.640 --> 00:05:32.600 I think that's really important because

NOTE Confidence: 0.9237314205

00:05:32.600 --> 00:05:34.970 that transparency and in addition

NOTE Confidence: 0.9237314205

00:05:34.970 --> 00:05:37.340 departments receive their data And

NOTE Confidence: 0.9237314205

00:05:37.410 --> 00:05:39.633 so you know I think for you as a

NOTE Confidence: 0.9237314205

00:05:39.640 --> 00:05:41.719 department to say what are our gaps,

NOTE Confidence: 0.9237314205

00:05:41.720 --> 00:05:43.124 what are the things we need

NOTE Confidence: 0.9237314205

00:05:43.124 --> 00:05:44.740 to do differently is is really

NOTE Confidence: 0.9237314205

00:05:44.740 --> 00:05:45.676 an important exercise.

NOTE Confidence: 0.9237314205

00:05:45.680 --> 00:05:49.120 The other data that are are posted,

NOTE Confidence: 0.9237314205

00:05:49.120 --> 00:05:50.968 there is a high level annual survey

NOTE Confidence: 0.9237314205

00:05:50.968 --> 00:05:53.064 of the types of things we come see

NOTE Confidence: 0.9237314205

00:05:53.064 --> 00:05:55.057 coming to our office of Academic and

NOTE Confidence: 0.9237314205

00:05:55.057 --> 00:05:56.445 Professional Development of course

NOTE Confidence: 0.9237314205

00:05:56.445 --> 00:05:59.112 led by a member of this department,

NOTE Confidence: 0.9237314205

00:05:59.112 --> 00:05:59.960 Doctor Robot.

NOTE Confidence: 0.9237314205

00:05:59.960 --> 00:06:02.315 And this has been invaluable

NOTE Confidence: 0.9237314205

00:06:02.315 --> 00:06:04.199 in seeing several things.

NOTE Confidence: 0.9237314205

00:06:04.200 --> 00:06:08.080 One is an early warning when an individual

NOTE Confidence: 0.9237314205

00:06:08.080 --> 00:06:09.520 is struggling with professionalism,

NOTE Confidence: 0.9237314205

00:06:09.520 --> 00:06:10.975 often because there's something going

NOTE Confidence: 0.9237314205

00:06:10.975 --> 00:06:13.239 on in their life and that they need,

NOTE Confidence: 0.9237314205

00:06:13.240 --> 00:06:15.532 they need support for or they

NOTE Confidence: 0.9237314205

00:06:15.532 --> 00:06:16.678 just need coaching.

NOTE Confidence: 0.874497185714286

00:06:16.680 --> 00:06:18.318 But also when there are systems issues,

NOTE Confidence: 0.874497185714286

00:06:18.320 --> 00:06:20.154 when we have a unit where there

NOTE Confidence: 0.874497185714286

00:06:20.154 --> 00:06:21.440 are particular things going on,

NOTE Confidence: 0.874497185714286

00:06:21.440 --> 00:06:23.840 you can see the vast majority  
NOTE Confidence: 0.874497185714286

00:06:23.840 --> 00:06:25.496 of things that come to that  
NOTE Confidence: 0.874497185714286

00:06:25.496 --> 00:06:26.600 office or around professionalism.  
NOTE Confidence: 0.874497185714286

00:06:26.600 --> 00:06:29.360 And when we do a deep dive there,  
NOTE Confidence: 0.874497185714286

00:06:29.360 --> 00:06:31.322 it's, I would say a lot of it falls  
NOTE Confidence: 0.874497185714286

00:06:31.322 --> 00:06:33.323 into the category of anger management  
NOTE Confidence: 0.874497185714286

00:06:33.323 --> 00:06:35.043 and just helping people figure  
NOTE Confidence: 0.874497185714286

00:06:35.105 --> 00:06:36.743 out how to deal with frustration  
NOTE Confidence: 0.874497185714286

00:06:36.743 --> 00:06:38.321 and stress in the workplace.  
NOTE Confidence: 0.874497185714286

00:06:38.321 --> 00:06:42.169 But if we intervene early then we prevent  
NOTE Confidence: 0.874497185714286

00:06:42.169 --> 00:06:45.316 the the the more serious episodes.  
NOTE Confidence: 0.874497185714286

00:06:45.320 --> 00:06:47.800 Another group of not faculty,  
NOTE Confidence: 0.874497185714286

00:06:47.800 --> 00:06:49.120 but extremely important to our  
NOTE Confidence: 0.874497185714286

00:06:49.120 --> 00:06:50.920 future of course are our students,  
NOTE Confidence: 0.874497185714286

00:06:50.920 --> 00:06:52.363 I mentioned earlier,  
NOTE Confidence: 0.874497185714286

00:06:52.363 --> 00:06:55.249 graduate students we continue to recruit

NOTE Confidence: 0.874497185714286  
00:06:55.249 --> 00:06:57.198 incredibly diverse and talented.  
NOTE Confidence: 0.874497185714286  
00:06:57.200 --> 00:06:59.314 This is, I think by the numbers,  
NOTE Confidence: 0.874497185714286  
00:06:59.320 --> 00:07:00.760 one of our most talented classes,  
NOTE Confidence: 0.874497185714286  
00:07:00.760 --> 00:07:02.824 but also the most diverse class  
NOTE Confidence: 0.874497185714286  
00:07:02.824 --> 00:07:04.200 that we've ever had.  
NOTE Confidence: 0.874497185714286  
00:07:04.200 --> 00:07:06.990 We've had lots of conversations about  
NOTE Confidence: 0.874497185714286  
00:07:06.990 --> 00:07:09.848 the potential impact of SCOTUS on  
NOTE Confidence: 0.874497185714286  
00:07:09.848 --> 00:07:12.460 our admissions process and I will  
NOTE Confidence: 0.874497185714286  
00:07:12.460 --> 00:07:14.800 admit to being a terminal optimist,  
NOTE Confidence: 0.874497185714286  
00:07:14.800 --> 00:07:17.705 but I will say the way our  
NOTE Confidence: 0.874497185714286  
00:07:17.705 --> 00:07:18.976 admissions process works,  
NOTE Confidence: 0.874497185714286  
00:07:18.976 --> 00:07:22.400 we have always had a very holistic process.  
NOTE Confidence: 0.874497185714286  
00:07:22.400 --> 00:07:24.934 And what SCOTUS says is you can't  
NOTE Confidence: 0.874497185714286  
00:07:24.934 --> 00:07:26.740 use a specific characteristic  
NOTE Confidence: 0.874497185714286  
00:07:26.740 --> 00:07:29.280 in the admissions decision.  
NOTE Confidence: 0.874497185714286

00:07:29.280 --> 00:07:31.128 But what we do to increase  
NOTE Confidence: 0.874497185714286

00:07:31.128 --> 00:07:32.960 diversity is really about outreach.  
NOTE Confidence: 0.874497185714286

00:07:32.960 --> 00:07:34.540 It's about outreach before people  
NOTE Confidence: 0.874497185714286

00:07:34.540 --> 00:07:36.724 get here and the work that many  
NOTE Confidence: 0.874497185714286

00:07:36.724 --> 00:07:38.079 of you were engaged in,  
NOTE Confidence: 0.874497185714286

00:07:38.080 --> 00:07:39.810 in going around the country  
NOTE Confidence: 0.874497185714286

00:07:39.810 --> 00:07:41.540 and letting students know that  
NOTE Confidence: 0.874497185714286

00:07:41.606 --> 00:07:43.276 Yale is accessible for them,  
NOTE Confidence: 0.874497185714286

00:07:43.280 --> 00:07:45.320 that they're talented, they should apply.  
NOTE Confidence: 0.874497185714286

00:07:45.320 --> 00:07:47.650 And then once we've admitted  
NOTE Confidence: 0.874497185714286

00:07:47.650 --> 00:07:49.470 people making sure that they make  
NOTE Confidence: 0.874497185714286

00:07:49.470 --> 00:07:51.120 the right decision and come here.  
NOTE Confidence: 0.874497185714286

00:07:51.120 --> 00:07:52.880 And to that end,  
NOTE Confidence: 0.874497185714286

00:07:52.880 --> 00:07:55.852 we've created a position with part time  
NOTE Confidence: 0.874497185714286

00:07:55.852 --> 00:07:58.276 position of Director of Alumni Engagement.  
NOTE Confidence: 0.874497185714286

00:07:58.280 --> 00:08:03.437 And this is partly to really allow our alums,

NOTE Confidence: 0.874497185714286  
00:08:03.440 --> 00:08:07.438 some of you are here to be more  
NOTE Confidence: 0.874497185714286  
00:08:07.438 --> 00:08:10.544 proactive in involvement in the school.  
NOTE Confidence: 0.874497185714286  
00:08:10.544 --> 00:08:14.233 But it also with respect to admissions to  
NOTE Confidence: 0.874497185714286  
00:08:14.233 --> 00:08:17.568 enable our Lums out in the communities  
NOTE Confidence: 0.874497185714286  
00:08:17.568 --> 00:08:20.510 to call admitted students who have  
NOTE Confidence: 0.874497185714286  
00:08:20.510 --> 00:08:23.720 shared experiences come from shared areas.  
NOTE Confidence: 0.874497185714286  
00:08:23.720 --> 00:08:25.080 And so Anne Arthur,  
NOTE Confidence: 0.874497185714286  
00:08:25.080 --> 00:08:26.440 who's an alum herself,  
NOTE Confidence: 0.874497185714286  
00:08:26.440 --> 00:08:27.649 class of 1990,  
NOTE Confidence: 0.874497185714286  
00:08:27.649 --> 00:08:29.664 a practicing ophthalmologist in New  
NOTE Confidence: 0.874497185714286  
00:08:29.664 --> 00:08:32.086 York and I would say something of  
NOTE Confidence: 0.874497185714286  
00:08:32.086 --> 00:08:34.196 a force of nature is spearheading  
NOTE Confidence: 0.874497185714286  
00:08:34.196 --> 00:08:36.345 this work and making sure that  
NOTE Confidence: 0.874497185714286  
00:08:36.345 --> 00:08:38.596 I don't go to any city where I'm not  
NOTE Confidence: 0.874497185714286  
00:08:38.596 --> 00:08:40.879 having a dinner or a luncheon with alumni.  
NOTE Confidence: 0.874497185714286

00:08:40.880 --> 00:08:45.424 So thank you for all the work that many  
NOTE Confidence: 0.874497185714286

00:08:45.424 --> 00:08:48.580 of you put into our LCME site visit.  
NOTE Confidence: 0.874497185714286

00:08:48.580 --> 00:08:51.560 We are almost through the final stages.  
NOTE Confidence: 0.874497185714286

00:08:51.560 --> 00:08:54.278 We will receive a a final report in February,  
NOTE Confidence: 0.874497185714286

00:08:54.280 --> 00:08:57.622 but so far so good and this catalyzed  
NOTE Confidence: 0.874497185714286

00:08:57.622 --> 00:08:59.746 a lot of important work including  
NOTE Confidence: 0.874497185714286

00:08:59.746 --> 00:09:01.881 strategic planning and I won't walk  
NOTE Confidence: 0.874497185714286

00:09:01.881 --> 00:09:03.596 through the entire strategic plan.  
NOTE Confidence: 0.874497185714286

00:09:03.600 --> 00:09:05.030 I'll just highlight a couple  
NOTE Confidence: 0.874497185714286

00:09:05.030 --> 00:09:06.680 of things that are going on.  
NOTE Confidence: 0.874497185714286

00:09:06.680 --> 00:09:10.355 One is the the provision of coaches  
NOTE Confidence: 0.874497185714286

00:09:10.360 --> 00:09:12.304 with our first year class, but it will,  
NOTE Confidence: 0.874497185714286

00:09:12.304 --> 00:09:14.040 we will move through all four classes.  
NOTE Confidence: 0.874497185714286

00:09:14.040 --> 00:09:14.976 Our students,  
NOTE Confidence: 0.874497185714286

00:09:14.976 --> 00:09:15.912 you know,  
NOTE Confidence: 0.874497185714286

00:09:15.912 --> 00:09:18.252 the Yale system allows them



NOTE Confidence: 0.874497185714286  
00:09:18.252 --> 00:09:21.080 incredible autonomy that can be  
NOTE Confidence: 0.874497185714286  
00:09:21.080 --> 00:09:23.880 pretty frightening in the beginning.  
NOTE Confidence: 0.874497185714286  
00:09:23.880 --> 00:09:25.770 And we're a much bigger place  
NOTE Confidence: 0.874497185714286  
00:09:25.770 --> 00:09:27.030 than we were in  
NOTE Confidence: 0.895626286363636  
00:09:27.109 --> 00:09:28.580 the 1930s when the real  
NOTE Confidence: 0.895626286363636  
00:09:28.580 --> 00:09:30.155 system was put in place.  
NOTE Confidence: 0.895626286363636  
00:09:30.160 --> 00:09:31.780 So coaches are now available  
NOTE Confidence: 0.895626286363636  
00:09:31.780 --> 00:09:33.720 to our students to help them  
NOTE Confidence: 0.895626286363636  
00:09:33.720 --> 00:09:35.477 look at what they want to do,  
NOTE Confidence: 0.895626286363636  
00:09:35.480 --> 00:09:37.360 navigate the system and sort  
NOTE Confidence: 0.895626286363636  
00:09:37.360 --> 00:09:39.240 of measure their own progress.  
NOTE Confidence: 0.895626286363636  
00:09:39.240 --> 00:09:40.620 Still, you know,  
NOTE Confidence: 0.895626286363636  
00:09:40.620 --> 00:09:42.920 when winterness described the system,  
NOTE Confidence: 0.895626286363636  
00:09:42.920 --> 00:09:44.205 he said medical school should  
NOTE Confidence: 0.895626286363636  
00:09:44.205 --> 00:09:45.233 be like Graduate School.  
NOTE Confidence: 0.895626286363636

00:09:45.240 --> 00:09:46.680 But we provide mentorship  
NOTE Confidence: 0.895626286363636

00:09:46.680 --> 00:09:47.760 for graduate students,  
NOTE Confidence: 0.895626286363636

00:09:47.760 --> 00:09:49.600 and this is about providing  
NOTE Confidence: 0.895626286363636

00:09:49.600 --> 00:09:51.440 mentorship for our medical students.  
NOTE Confidence: 0.895626286363636

00:09:51.440 --> 00:09:53.449 Another thing that's going on is the  
NOTE Confidence: 0.895626286363636

00:09:53.449 --> 00:09:55.353 formation of colleges that allows for  
NOTE Confidence: 0.895626286363636

00:09:55.353 --> 00:09:56.993 vertical integration of our students,  
NOTE Confidence: 0.895626286363636

00:09:57.000 --> 00:09:58.240 not just across class,  
NOTE Confidence: 0.895626286363636

00:09:58.240 --> 00:09:59.480 but with other classes,  
NOTE Confidence: 0.895626286363636

00:09:59.480 --> 00:10:00.280 with faculty,  
NOTE Confidence: 0.895626286363636

00:10:00.280 --> 00:10:01.480 with the community.  
NOTE Confidence: 0.895626286363636

00:10:01.480 --> 00:10:04.012 We've had huge faculty engagement of  
NOTE Confidence: 0.895626286363636

00:10:04.012 --> 00:10:06.946 this with this and the first dinners have  
NOTE Confidence: 0.895626286363636

00:10:06.946 --> 00:10:09.399 been happening and a lot of enthusiasm.  
NOTE Confidence: 0.895626286363636

00:10:09.400 --> 00:10:11.444 So the next set of cross cutting  
NOTE Confidence: 0.895626286363636

00:10:11.444 --> 00:10:13.607 themes are around how we promote

NOTE Confidence: 0.895626286363636  
00:10:13.607 --> 00:10:15.323 innovation and creativity discovery  
NOTE Confidence: 0.895626286363636  
00:10:15.323 --> 00:10:18.355 and what are the sort of cross  
NOTE Confidence: 0.895626286363636  
00:10:18.355 --> 00:10:20.440 cutting resources that are necessary.  
NOTE Confidence: 0.895626286363636  
00:10:20.440 --> 00:10:24.528 And I I will start with this slide which  
NOTE Confidence: 0.895626286363636  
00:10:24.528 --> 00:10:27.512 is our university science strategic plan.  
NOTE Confidence: 0.895626286363636  
00:10:27.512 --> 00:10:30.380 Superimposed on that in green is  
NOTE Confidence: 0.895626286363636  
00:10:30.456 --> 00:10:33.294 the results of our school specific  
NOTE Confidence: 0.895626286363636  
00:10:33.294 --> 00:10:34.678 strategic planning and highlighted  
NOTE Confidence: 0.895626286363636  
00:10:34.678 --> 00:10:36.211 in blue were the elements of the  
NOTE Confidence: 0.895626286363636  
00:10:36.211 --> 00:10:37.169 university strategic plan that  
NOTE Confidence: 0.895626286363636  
00:10:37.169 --> 00:10:38.093 are particularly relevant to  
NOTE Confidence: 0.895626286363636  
00:10:38.093 --> 00:10:39.160 the School of Medicine,  
NOTE Confidence: 0.895626286363636  
00:10:39.160 --> 00:10:39.664 right.  
NOTE Confidence: 0.895626286363636  
00:10:39.664 --> 00:10:42.516 So now I'll put red on there just  
NOTE Confidence: 0.895626286363636  
00:10:42.516 --> 00:10:44.120 to really make it a busy slide.  
NOTE Confidence: 0.895626286363636

00:10:44.120 --> 00:10:45.968 But these are some of the things

NOTE Confidence: 0.895626286363636

00:10:45.968 --> 00:10:48.104 that we're doing to address

NOTE Confidence: 0.895626286363636

00:10:48.104 --> 00:10:50.120 these strategic initiatives.

NOTE Confidence: 0.895626286363636

00:10:50.120 --> 00:10:51.764 So for example,

NOTE Confidence: 0.895626286363636

00:10:51.764 --> 00:10:53.956 I'll go to neuroscience,

NOTE Confidence: 0.895626286363636

00:10:53.960 --> 00:10:55.760 which of course is most

NOTE Confidence: 0.895626286363636

00:10:55.760 --> 00:10:57.200 relevant to this group,

NOTE Confidence: 0.895626286363636

00:10:57.200 --> 00:11:01.070 but things like the creation of

NOTE Confidence: 0.895626286363636

00:11:01.070 --> 00:11:04.100 a clear potent stem cell core

NOTE Confidence: 0.895626286363636

00:11:04.100 --> 00:11:06.480 where you can generate neurons,

NOTE Confidence: 0.895626286363636

00:11:06.480 --> 00:11:10.045 recent philanthropically and and

NOTE Confidence: 0.895626286363636

00:11:10.045 --> 00:11:13.320 funded ventures related to neuro,

NOTE Confidence: 0.895626286363636

00:11:13.320 --> 00:11:16.518 inflammation and neurodegeneration,

NOTE Confidence: 0.895626286363636

00:11:16.520 --> 00:11:18.278 things like the Center for Brain,

NOTE Confidence: 0.895626286363636

00:11:18.280 --> 00:11:18.988 Mind Health,

NOTE Confidence: 0.895626286363636

00:11:18.988 --> 00:11:21.464 Chris is one of the leaders of

NOTE Confidence: 0.895626286363636  
00:11:21.464 --> 00:11:23.576 that which is intended to bridge  
NOTE Confidence: 0.895626286363636  
00:11:23.576 --> 00:11:25.594 this basic science research that  
NOTE Confidence: 0.895626286363636  
00:11:25.594 --> 00:11:27.659 we're doing into the clinical  
NOTE Confidence: 0.895626286363636  
00:11:27.659 --> 00:11:29.540 arena so that any patient who  
NOTE Confidence: 0.895626286363636  
00:11:29.540 --> 00:11:31.391 gets admitted to Yale New Haven  
NOTE Confidence: 0.895626286363636  
00:11:31.391 --> 00:11:33.359 Health System has access to the  
NOTE Confidence: 0.895626286363636  
00:11:33.359 --> 00:11:35.000 most cutting edge therapies.  
NOTE Confidence: 0.895626286363636  
00:11:35.000 --> 00:11:36.640 So those are examples many,  
NOTE Confidence: 0.895626286363636  
00:11:36.640 --> 00:11:40.280 many others here central biorepository,  
NOTE Confidence: 0.895626286363636  
00:11:40.280 --> 00:11:42.720 Office of team Science,  
NOTE Confidence: 0.895626286363636  
00:11:42.720 --> 00:11:46.284 investments in precision medicine that are  
NOTE Confidence: 0.895626286363636  
00:11:46.284 --> 00:11:48.688 ongoing investments in cancer etcetera.  
NOTE Confidence: 0.895626286363636  
00:11:48.688 --> 00:11:51.400 So one of those investments is,  
NOTE Confidence: 0.895626286363636  
00:11:51.400 --> 00:11:55.080 is making sure that our cores are working.  
NOTE Confidence: 0.895626286363636  
00:11:55.080 --> 00:11:56.466 And Amy Blanchard,  
NOTE Confidence: 0.895626286363636

00:11:56.466 --> 00:11:59.238 who's our Director of the research  
NOTE Confidence: 0.895626286363636

00:11:59.238 --> 00:12:01.556 course has been a hero here in  
NOTE Confidence: 0.895626286363636

00:12:01.560 --> 00:12:03.304 creating governance structures and  
NOTE Confidence: 0.895626286363636

00:12:03.304 --> 00:12:05.484 input structures for our faculty  
NOTE Confidence: 0.895626286363636

00:12:05.484 --> 00:12:07.931 to say this is what's working here  
NOTE Confidence: 0.895626286363636

00:12:07.931 --> 00:12:10.040 are the cutting edge therapies or  
NOTE Confidence: 0.895626286363636

00:12:10.040 --> 00:12:12.035 technologies that should be in the core.  
NOTE Confidence: 0.895626286363636

00:12:12.040 --> 00:12:13.879 So updating equipment,  
NOTE Confidence: 0.895626286363636

00:12:13.879 --> 00:12:15.718 introducing new software,  
NOTE Confidence: 0.895626286363636

00:12:15.720 --> 00:12:17.526 trying to take the pain out of  
NOTE Confidence: 0.895626286363636

00:12:17.526 --> 00:12:19.280 using cores and making sure that  
NOTE Confidence: 0.895626286363636

00:12:19.280 --> 00:12:21.128 the service and the timelines are  
NOTE Confidence: 0.895626286363636

00:12:21.128 --> 00:12:22.712 good and the sort of Uber core  
NOTE Confidence: 0.895626286363636

00:12:22.712 --> 00:12:24.709 that we have is our Yale Center  
NOTE Confidence: 0.895626286363636

00:12:24.709 --> 00:12:26.246 for Clinical Investigation and  
NOTE Confidence: 0.895626286363636

00:12:26.246 --> 00:12:28.904 this is well known to to John.

NOTE Confidence: 0.895626286363636

00:12:28.904 --> 00:12:30.388 But you know one of the things

NOTE Confidence: 0.895626286363636

00:12:30.388 --> 00:12:31.825 about this as it's evolved over

NOTE Confidence: 0.895626286363636

00:12:31.825 --> 00:12:33.508 the years as we've tried to be

NOTE Confidence: 0.895626286363636

00:12:33.508 --> 00:12:34.864 all things to all people and

NOTE Confidence: 0.895626286363636

00:12:34.864 --> 00:12:37.192 sometimes are no things to anybody.

NOTE Confidence: 0.895626286363636

00:12:37.192 --> 00:12:38.596 And so we,

NOTE Confidence: 0.889947056

00:12:38.600 --> 00:12:40.640 we brought in Dave Coleman,

NOTE Confidence: 0.889947056

00:12:40.640 --> 00:12:43.988 who many of you know was here for for

NOTE Confidence: 0.889947056

00:12:43.988 --> 00:12:47.062 years and just retired from a gig as

NOTE Confidence: 0.889947056

00:12:47.062 --> 00:12:50.239 chair of Medicine at BU for like 16 years.

NOTE Confidence: 0.889947056

00:12:50.240 --> 00:12:51.892 Familiar with the institution,

NOTE Confidence: 0.889947056

00:12:51.892 --> 00:12:54.475 actually wrote the first report suggesting

NOTE Confidence: 0.889947056

00:12:54.475 --> 00:12:58.080 the creation of YCCI with Rick Lipton.

NOTE Confidence: 0.889947056

00:12:58.080 --> 00:13:00.271 And he's been getting under the hood

NOTE Confidence: 0.889947056

00:13:00.271 --> 00:13:02.553 in a way that only someone who's

NOTE Confidence: 0.889947056

00:13:02.553 --> 00:13:04.539 strictly focused on this work can  
NOTE Confidence: 0.889947056

00:13:04.539 --> 00:13:06.692 do in collaboration with John and  
NOTE Confidence: 0.889947056

00:13:06.692 --> 00:13:08.928 with Brian to to rationalize how  
NOTE Confidence: 0.889947056

00:13:08.928 --> 00:13:11.220 YCCI works so that we're putting  
NOTE Confidence: 0.889947056

00:13:11.292 --> 00:13:13.837 resources where they're most needed.  
NOTE Confidence: 0.889947056

00:13:13.840 --> 00:13:15.478 So for example,  
NOTE Confidence: 0.889947056

00:13:15.478 --> 00:13:17.430 closing studies that aren't  
NOTE Confidence: 0.889947056

00:13:17.430 --> 00:13:18.980 enrolling and having some criteria  
NOTE Confidence: 0.889947056

00:13:18.980 --> 00:13:20.640 for who should be funded,  
NOTE Confidence: 0.889947056

00:13:20.640 --> 00:13:22.050 but then using that money to  
NOTE Confidence: 0.889947056

00:13:22.050 --> 00:13:23.400 fund vouchers for young faculty.  
NOTE Confidence: 0.889947056

00:13:23.400 --> 00:13:26.040 And so you'll be hearing more  
NOTE Confidence: 0.889947056

00:13:26.040 --> 00:13:27.360 about those efforts.  
NOTE Confidence: 0.889947056

00:13:27.360 --> 00:13:31.588 Another area of investment in terms of  
NOTE Confidence: 0.889947056

00:13:31.588 --> 00:13:35.001 centralized resources is the faculty portion  
NOTE Confidence: 0.889947056

00:13:35.001 --> 00:13:38.160 of our degree and Master of Health Sciences.



NOTE Confidence: 0.889947056

00:13:38.160 --> 00:13:38.562 You know,

NOTE Confidence: 0.889947056

00:13:38.562 --> 00:13:39.969 we have really have two degrees that

NOTE Confidence: 0.889947056

00:13:39.969 --> 00:13:41.318 were approved by the corporation,

NOTE Confidence: 0.889947056

00:13:41.320 --> 00:13:43.798 one for students and one for faculty.

NOTE Confidence: 0.889947056

00:13:43.800 --> 00:13:45.630 That was a single degree approved

NOTE Confidence: 0.889947056

00:13:45.630 --> 00:13:46.240 for faculty.

NOTE Confidence: 0.889947056

00:13:46.240 --> 00:13:47.360 It turns out we have,

NOTE Confidence: 0.889947056

00:13:47.360 --> 00:13:48.640 I don't know, count them,

NOTE Confidence: 0.889947056

00:13:48.640 --> 00:13:51.880 16 or 20 different programs.

NOTE Confidence: 0.889947056

00:13:51.880 --> 00:13:52.808 Everyone's different.

NOTE Confidence: 0.889947056

00:13:52.808 --> 00:13:55.128 Every department has created the

NOTE Confidence: 0.889947056

00:13:55.128 --> 00:13:57.760 different process for admitting training

NOTE Confidence: 0.889947056

00:13:57.760 --> 00:14:00.240 and it's incredibly inefficient.

NOTE Confidence: 0.889947056

00:14:00.240 --> 00:14:02.310 And I I would dare say that the students

NOTE Confidence: 0.889947056

00:14:02.310 --> 00:14:04.359 aren't getting the best possible education.

NOTE Confidence: 0.889947056

00:14:04.360 --> 00:14:05.180 So Lauren,  
NOTE Confidence: 0.889947056

00:14:05.180 --> 00:14:07.640 Sensing has been doing this work  
NOTE Confidence: 0.889947056

00:14:07.640 --> 00:14:10.040 in creating a a more unified  
NOTE Confidence: 0.889947056

00:14:10.040 --> 00:14:11.640 structure with four tracks.  
NOTE Confidence: 0.889947056

00:14:11.640 --> 00:14:14.360 Some of those tracks already exist of course,  
NOTE Confidence: 0.889947056

00:14:14.360 --> 00:14:15.800 5 tracks, sorry,  
NOTE Confidence: 0.889947056

00:14:15.800 --> 00:14:16.760 medical education,  
NOTE Confidence: 0.889947056

00:14:16.760 --> 00:14:18.200 no change there,  
NOTE Confidence: 0.889947056

00:14:18.200 --> 00:14:19.640 National clinical scholars  
NOTE Confidence: 0.889947056

00:14:19.640 --> 00:14:21.560 program no change there,  
NOTE Confidence: 0.889947056

00:14:21.560 --> 00:14:24.056 but really codifying our track in  
NOTE Confidence: 0.889947056

00:14:24.056 --> 00:14:26.818 informatics and a new track that Rob  
NOTE Confidence: 0.889947056

00:14:26.818 --> 00:14:29.536 Rob Roy Herpes has been involved in  
NOTE Confidence: 0.889947056

00:14:29.536 --> 00:14:31.120 developing in clinical investigation.  
NOTE Confidence: 0.889947056

00:14:31.120 --> 00:14:33.045 So admission applications are being  
NOTE Confidence: 0.889947056

00:14:33.045 --> 00:14:35.362 accepted right now and you probably

NOTE Confidence: 0.889947056

00:14:35.362 --> 00:14:37.665 saw an e-mail that went out from

NOTE Confidence: 0.889947056

00:14:37.665 --> 00:14:39.400 Jessica and Lauren yesterday.

NOTE Confidence: 0.90067513125

00:14:42.160 --> 00:14:45.840 I won't get by without talking about space.

NOTE Confidence: 0.90067513125

00:14:45.840 --> 00:14:49.998 This is a diagram of our

NOTE Confidence: 0.90067513125

00:14:50.000 --> 00:14:51.680 beginnings of our master plan.

NOTE Confidence: 0.90067513125

00:14:51.680 --> 00:14:53.745 You can see for orientation

NOTE Confidence: 0.90067513125

00:14:53.745 --> 00:14:55.397 college turning into Congress.

NOTE Confidence: 0.90067513125

00:14:55.400 --> 00:14:57.878 Here's Sterling Hall.

NOTE Confidence: 0.90067513125

00:14:57.880 --> 00:15:00.925 We are you know neuroscience now has

NOTE Confidence: 0.90067513125

00:15:00.925 --> 00:15:03.720 moved in largely into 100 college.

NOTE Confidence: 0.90067513125

00:15:03.720 --> 00:15:05.540 Importantly, we now own 300

NOTE Confidence: 0.90067513125

00:15:05.540 --> 00:15:08.199 George as of about a month ago,

NOTE Confidence: 0.90067513125

00:15:08.200 --> 00:15:09.992 this was a lease to own building that

NOTE Confidence: 0.90067513125

00:15:09.992 --> 00:15:11.678 will have so a lot of implications.

NOTE Confidence: 0.90067513125

00:15:11.680 --> 00:15:13.598 It means eventually we will operate it,

NOTE Confidence: 0.90067513125

00:15:13.600 --> 00:15:15.352 which I think is beneficial the  
NOTE Confidence: 0.90067513125

00:15:15.352 --> 00:15:16.520 university will operate it.  
NOTE Confidence: 0.90067513125

00:15:16.520 --> 00:15:19.160 It also means that as floors  
NOTE Confidence: 0.90067513125

00:15:19.160 --> 00:15:20.040 become available,  
NOTE Confidence: 0.90067513125

00:15:20.040 --> 00:15:23.240 we can build out more wet space there.  
NOTE Confidence: 0.90067513125

00:15:23.240 --> 00:15:25.742 One O 1 college will become  
NOTE Confidence: 0.90067513125

00:15:25.742 --> 00:15:28.036 available in roughly 15 months.  
NOTE Confidence: 0.90067513125

00:15:28.036 --> 00:15:30.381 That will decant people from  
NOTE Confidence: 0.90067513125

00:15:30.381 --> 00:15:33.972 TAC and allow for putting more  
NOTE Confidence: 0.90067513125

00:15:33.972 --> 00:15:35.793 inflammation research intact.  
NOTE Confidence: 0.90067513125

00:15:35.800 --> 00:15:38.664 But what I'm most excited about is this  
NOTE Confidence: 0.90067513125

00:15:38.664 --> 00:15:41.009 little the purple triangle that says  
NOTE Confidence: 0.90067513125

00:15:41.009 --> 00:15:43.840 site that's 35 to 47 college place,  
NOTE Confidence: 0.90067513125

00:15:43.840 --> 00:15:44.584 that one story.  
NOTE Confidence: 0.90067513125

00:15:44.584 --> 00:15:46.320 And that usually when I say this,  
NOTE Confidence: 0.90067513125

00:15:46.320 --> 00:15:48.480 somebody says that's where I park,

NOTE Confidence: 0.90067513125  
00:15:48.480 --> 00:15:49.792 I've got my office.  
NOTE Confidence: 0.90067513125  
00:15:49.792 --> 00:15:50.555 They're good,  
NOTE Confidence: 0.90067513125  
00:15:50.555 --> 00:15:54.035 but it's not being used well and it's  
NOTE Confidence: 0.90067513125  
00:15:54.035 --> 00:15:55.832 going to become additional space  
NOTE Confidence: 0.90067513125  
00:15:55.832 --> 00:15:57.484 both for the School of public Health  
NOTE Confidence: 0.90067513125  
00:15:57.484 --> 00:15:58.877 and for the School of Medicine.  
NOTE Confidence: 0.90067513125  
00:15:58.880 --> 00:16:00.840 For the medicine, it's wet lab space.  
NOTE Confidence: 0.90067513125  
00:16:00.840 --> 00:16:02.919 It's going to go up many floors.  
NOTE Confidence: 0.90067513125  
00:16:02.920 --> 00:16:04.744 They're doing the massing diagrams now  
NOTE Confidence: 0.90067513125  
00:16:04.744 --> 00:16:07.278 and it will be a university building,  
NOTE Confidence: 0.90067513125  
00:16:07.280 --> 00:16:11.360 not a least, which I'm really excited about.  
NOTE Confidence: 0.90067513125  
00:16:11.360 --> 00:16:14.864 We have convened twice now a  
NOTE Confidence: 0.90067513125  
00:16:14.864 --> 00:16:17.200 Yale Scientific Advisory Board.  
NOTE Confidence: 0.90067513125  
00:16:17.200 --> 00:16:19.636 These are, you know, a Nobel laureate,  
NOTE Confidence: 0.90067513125  
00:16:19.640 --> 00:16:20.699 Alaska prize winner,  
NOTE Confidence: 0.90067513125

00:16:20.699 --> 00:16:22.780 Breakthrough Prize winner, editor of science.

NOTE Confidence: 0.90067513125

00:16:22.780 --> 00:16:25.682 All but one with a with a history

NOTE Confidence: 0.90067513125

00:16:25.682 --> 00:16:28.340 with Yale from training to having

NOTE Confidence: 0.90067513125

00:16:28.340 --> 00:16:30.928 been faculty here and we have

NOTE Confidence: 0.90067513125

00:16:30.928 --> 00:16:33.288 slowly been in the presenting both

NOTE Confidence: 0.90067513125

00:16:33.288 --> 00:16:35.198 sort of strong existing programs.

NOTE Confidence: 0.90067513125

00:16:35.200 --> 00:16:37.440 So we did neuroscience the first year,

NOTE Confidence: 0.90067513125

00:16:37.440 --> 00:16:38.607 inflammation this year,

NOTE Confidence: 0.90067513125

00:16:38.607 --> 00:16:41.330 but also the things that we're building

NOTE Confidence: 0.90067513125

00:16:41.401 --> 00:16:43.315 and getting input on that very,

NOTE Confidence: 0.90067513125

00:16:43.320 --> 00:16:44.605 they're very interested in our

NOTE Confidence: 0.90067513125

00:16:44.605 --> 00:16:46.200 trainees and what we're doing there.

NOTE Confidence: 0.90067513125

00:16:46.200 --> 00:16:48.489 And so each year we'll be inviting

NOTE Confidence: 0.90067513125

00:16:48.489 --> 00:16:51.960 trainees to meet with them as well.

NOTE Confidence: 0.90067513125

00:16:51.960 --> 00:16:54.012 And then lastly before we get

NOTE Confidence: 0.90067513125

00:16:54.012 --> 00:16:56.520 to lots of time for questions,

NOTE Confidence: 0.90067513125  
00:16:56.520 --> 00:16:58.920 just to address the work that  
NOTE Confidence: 0.90067513125  
00:16:58.920 --> 00:17:00.520 we're doing with alignment.  
NOTE Confidence: 0.90067513125  
00:17:00.520 --> 00:17:02.900 And you know we've had about a  
NOTE Confidence: 0.90067513125  
00:17:02.900 --> 00:17:04.447 200 relationship year relationship  
NOTE Confidence: 0.90067513125  
00:17:04.447 --> 00:17:07.160 with the health system and it's  
NOTE Confidence: 0.90067513125  
00:17:07.160 --> 00:17:09.458 not always been a smooth one.  
NOTE Confidence: 0.90067513125  
00:17:09.458 --> 00:17:11.740 I don't see any way forward for  
NOTE Confidence: 0.90067513125  
00:17:11.815 --> 00:17:13.328 us without being better aligned.  
NOTE Confidence: 0.90067513125  
00:17:13.328 --> 00:17:15.858 And the first part of that is  
NOTE Confidence: 0.90067513125  
00:17:15.858 --> 00:17:17.518 doing joint strategic planning,  
NOTE Confidence: 0.90067513125  
00:17:17.520 --> 00:17:20.355 which I don't think we've ever done.  
NOTE Confidence: 0.90067513125  
00:17:20.360 --> 00:17:24.160 And so these are the sort of pillars.  
NOTE Confidence: 0.90067513125  
00:17:24.160 --> 00:17:27.674 I'll point out on the far left,  
NOTE Confidence: 0.90067513125  
00:17:27.680 --> 00:17:29.392 a pillar around clinical  
NOTE Confidence: 0.90067513125  
00:17:29.392 --> 00:17:30.676 and translational research.  
NOTE Confidence: 0.90067513125

00:17:30.680 --> 00:17:32.636 This is this draft is written,  
NOTE Confidence: 0.90067513125

00:17:32.640 --> 00:17:35.944 it's posted online and the alignment website,  
NOTE Confidence: 0.90067513125

00:17:35.944 --> 00:17:38.904 you've all gotten a URL to that.  
NOTE Confidence: 0.90067513125

00:17:38.904 --> 00:17:40.908 It calls for things like a single  
NOTE Confidence: 0.90067513125

00:17:40.908 --> 00:17:42.936 IRB across the center so that  
NOTE Confidence: 0.90067513125

00:17:42.936 --> 00:17:44.600 if you're doing research,  
NOTE Confidence: 0.90067513125

00:17:44.600 --> 00:17:47.840 you're not applying separately in Bridgeport.  
NOTE Confidence: 0.90067513125

00:17:47.840 --> 00:17:51.764 It also calls for the appointment of a  
NOTE Confidence: 0.90067513125

00:17:51.764 --> 00:17:54.480 director of research in the health system,  
NOTE Confidence: 0.90067513125

00:17:54.480 --> 00:17:55.765 which would be shared reporting  
NOTE Confidence: 0.90067513125

00:17:55.765 --> 00:17:57.050 to the Dean and to  
NOTE Confidence: 0.92952189375

00:17:57.107 --> 00:17:58.595 the CEO of the health system,  
NOTE Confidence: 0.92952189375

00:17:58.600 --> 00:18:00.850 much as Peggy McGovern stands  
NOTE Confidence: 0.92952189375

00:18:00.850 --> 00:18:02.650 over the physician enterprise  
NOTE Confidence: 0.92952189375

00:18:02.650 --> 00:18:04.678 and that work is ongoing.  
NOTE Confidence: 0.92952189375

00:18:04.680 --> 00:18:07.152 And then work on what are the service



NOTE Confidence: 0.92952189375

00:18:07.152 --> 00:18:09.884 lines that we need to develop that is

NOTE Confidence: 0.92952189375

00:18:09.884 --> 00:18:12.015 has involved having chairs and service

NOTE Confidence: 0.92952189375

00:18:12.015 --> 00:18:14.451 line leaders all in the room together

NOTE Confidence: 0.92952189375

00:18:14.451 --> 00:18:16.880 each talking about their own programs,

NOTE Confidence: 0.92952189375

00:18:16.880 --> 00:18:19.454 which is extremely useful because themes

NOTE Confidence: 0.92952189375

00:18:19.454 --> 00:18:22.008 emerge like cross cutting themes that

NOTE Confidence: 0.92952189375

00:18:22.008 --> 00:18:24.696 we all need support for these programs

NOTE Confidence: 0.92952189375

00:18:24.696 --> 00:18:26.312 etcetera And then prioritizing them

NOTE Confidence: 0.92952189375

00:18:26.312 --> 00:18:28.160 about what it what differentiates us,

NOTE Confidence: 0.92952189375

00:18:28.160 --> 00:18:29.600 what are the national programs.

NOTE Confidence: 0.92952189375

00:18:29.600 --> 00:18:31.400 And this is just a rubric

NOTE Confidence: 0.92952189375

00:18:31.400 --> 00:18:32.600 that they've been using.

NOTE Confidence: 0.92952189375

00:18:32.600 --> 00:18:34.116 You're familiar with this,

NOTE Confidence: 0.92952189375

00:18:34.116 --> 00:18:36.011 which is the Align Physician

NOTE Confidence: 0.92952189375

00:18:36.011 --> 00:18:37.078 Enterprise run by PEG.

NOTE Confidence: 0.92952189375

00:18:37.080 --> 00:18:39.756 McGovern allows us to stop doing  
NOTE Confidence: 0.92952189375

00:18:39.756 --> 00:18:41.540 basically competing between the  
NOTE Confidence: 0.92952189375

00:18:41.617 --> 00:18:44.935 faculty practice plan and an EMG while  
NOTE Confidence: 0.92952189375

00:18:44.935 --> 00:18:47.200 maintaining separate economic structures.  
NOTE Confidence: 0.92952189375

00:18:47.200 --> 00:18:50.512 It also allows us to get rid of duplication  
NOTE Confidence: 0.92952189375

00:18:50.520 --> 00:18:54.075 and to #1 improve access so that we don't,  
NOTE Confidence: 0.92952189375

00:18:54.080 --> 00:18:54.768 you know,  
NOTE Confidence: 0.92952189375

00:18:54.768 --> 00:18:56.144 so we have coordination  
NOTE Confidence: 0.92952189375

00:18:56.144 --> 00:18:58.440 across all of these systems.  
NOTE Confidence: 0.92952189375

00:18:58.440 --> 00:19:01.440 And Peggy's doing God's work.  
NOTE Confidence: 0.92952189375

00:19:01.440 --> 00:19:04.584 The access work is fully underway.  
NOTE Confidence: 0.92952189375

00:19:04.584 --> 00:19:05.636 You know,  
NOTE Confidence: 0.92952189375

00:19:05.640 --> 00:19:07.000 it's about a three-year project.  
NOTE Confidence: 0.92952189375

00:19:07.000 --> 00:19:09.296 I think you're going to start to  
NOTE Confidence: 0.92952189375

00:19:09.296 --> 00:19:10.959 see improvements soon because we're  
NOTE Confidence: 0.92952189375

00:19:10.959 --> 00:19:13.540 about 8 months, nine months into it.

NOTE Confidence: 0.92952189375  
00:19:13.540 --> 00:19:15.515 We've also recently stood up,  
NOTE Confidence: 0.92952189375  
00:19:15.520 --> 00:19:17.250 stood up a clinically integrated  
NOTE Confidence: 0.92952189375  
00:19:17.250 --> 00:19:19.435 network which allows us to also  
NOTE Confidence: 0.92952189375  
00:19:19.435 --> 00:19:21.375 create stickiness around the community  
NOTE Confidence: 0.92952189375  
00:19:21.375 --> 00:19:23.280 positions with whom we work,  
NOTE Confidence: 0.92952189375  
00:19:23.280 --> 00:19:25.338 where people who sign on are committing  
NOTE Confidence: 0.92952189375  
00:19:25.338 --> 00:19:27.238 to a certain level of quality,  
NOTE Confidence: 0.92952189375  
00:19:27.240 --> 00:19:29.215 but also committing to being  
NOTE Confidence: 0.92952189375  
00:19:29.215 --> 00:19:30.795 part of this team.  
NOTE Confidence: 0.92952189375  
00:19:30.800 --> 00:19:33.677 And that will have a huge impact.  
NOTE Confidence: 0.92952189375  
00:19:33.680 --> 00:19:36.080 It allows us to create a  
NOTE Confidence: 0.92952189375  
00:19:36.080 --> 00:19:37.680 network without having to,  
NOTE Confidence: 0.92952189375  
00:19:37.680 --> 00:19:38.486 you know,  
NOTE Confidence: 0.92952189375  
00:19:38.486 --> 00:19:40.098 dramatically increase our own  
NOTE Confidence: 0.92952189375  
00:19:40.098 --> 00:19:42.358 faculty in areas where we may  
NOTE Confidence: 0.92952189375

00:19:42.358 --> 00:19:45.080 not want to grow faculty and then  
NOTE Confidence: 0.92952189375

00:19:45.080 --> 00:19:47.640 everyone's favorite funds flow.  
NOTE Confidence: 0.92952189375

00:19:47.640 --> 00:19:49.656 This is the sort of here's  
NOTE Confidence: 0.92952189375

00:19:49.656 --> 00:19:51.000 how the numbers flow.  
NOTE Confidence: 0.92952189375

00:19:51.000 --> 00:19:53.600 I think the important points  
NOTE Confidence: 0.92952189375

00:19:53.600 --> 00:19:56.370 here are it was designed so that  
NOTE Confidence: 0.92952189375

00:19:56.370 --> 00:19:57.754 the same dollars passed.  
NOTE Confidence: 0.92952189375

00:19:57.760 --> 00:19:59.320 If you did nothing differently,  
NOTE Confidence: 0.92952189375

00:19:59.320 --> 00:20:02.620 there was no change in the flow of money  
NOTE Confidence: 0.92952189375

00:20:02.620 --> 00:20:04.720 from the health system to the school,  
NOTE Confidence: 0.92952189375

00:20:04.720 --> 00:20:07.444 but that it also aligned incentives  
NOTE Confidence: 0.92952189375

00:20:07.444 --> 00:20:11.399 so that if we became more efficient.  
NOTE Confidence: 0.92952189375

00:20:11.400 --> 00:20:12.600 Improved faculty's lives so that  
NOTE Confidence: 0.92952189375

00:20:12.600 --> 00:20:14.603 you spent less time in front of the  
NOTE Confidence: 0.92952189375

00:20:14.603 --> 00:20:16.115 computer and more time seeing patients,  
NOTE Confidence: 0.92952189375

00:20:16.120 --> 00:20:18.480 all of those things we would both benefit.

NOTE Confidence: 0.92952189375

00:20:18.480 --> 00:20:21.840 So it's got those efficiencies built into it.

NOTE Confidence: 0.92952189375

00:20:21.840 --> 00:20:23.564 It also specifically acknowledges

NOTE Confidence: 0.92952189375

00:20:23.564 --> 00:20:26.150 academic program support as a percent

NOTE Confidence: 0.92952189375

00:20:26.213 --> 00:20:28.397 of the revenue to the health system.

NOTE Confidence: 0.92952189375

00:20:28.400 --> 00:20:31.154 So it's a small percent of a big number,

NOTE Confidence: 0.92952189375

00:20:31.160 --> 00:20:32.316 but it's not a,

NOTE Confidence: 0.92952189375

00:20:32.316 --> 00:20:34.050 it's not dependent on the margins

NOTE Confidence: 0.92952189375

00:20:34.118 --> 00:20:35.358 to the health system.

NOTE Confidence: 0.92952189375

00:20:35.360 --> 00:20:38.440 So that's really quite important

NOTE Confidence: 0.92952189375

00:20:38.440 --> 00:20:42.160 and and I'll stop there and take

NOTE Confidence: 0.92952189375

00:20:42.160 --> 00:20:45.340 these down and show oops,

NOTE Confidence: 0.92952189375

00:20:45.340 --> 00:20:50.278 did I just did I just turn everybody off?

NOTE Confidence: 0.92952189375

00:20:50.280 --> 00:20:51.198 I didn't. OK.

NOTE Confidence: 0.884429028

00:20:55.080 --> 00:20:56.240 What are you guys seeing?

NOTE Confidence: 0.870453297857143

00:21:04.580 --> 00:21:06.188 Can I can we bring it up so

NOTE Confidence: 0.870453297857143

00:21:06.188 --> 00:21:08.000 I can see the people online?