

WEBVTT

NOTE duration:"00:58:14.0160000"

NOTE language:en-us

NOTE Confidence: 0.859202

00:00:00.000 --> 00:00:03.748 Before we get started, I just

NOTE Confidence: 0.859202

00:00:03.748 --> 00:00:06.430 wanted to share news that we

NOTE Confidence: 0.859202

00:00:06.531 --> 00:00:10.187 have some sad news that we just learned

NOTE Confidence: 0.859202

00:00:10.187 --> 00:00:13.897 this week last day or so that Bob Ross,

NOTE Confidence: 0.859202

00:00:13.900 --> 00:00:16.581 who was a resident in our program

NOTE Confidence: 0.859202

00:00:16.581 --> 00:00:20.399 and an MD PhD from Yale and very

NOTE Confidence: 0.859202

00:00:20.399 --> 00:00:22.463 talented young investigator who

NOTE Confidence: 0.859202

00:00:22.463 --> 00:00:25.390 has all of those who knew him.

NOTE Confidence: 0.84918976

00:00:27.750 --> 00:00:30.750 Struggled throughout his residency

NOTE Confidence: 0.84918976

00:00:30.750 --> 00:00:33.750 with a neurodegenerative disorder,

NOTE Confidence: 0.84918976

00:00:33.750 --> 00:00:38.598 and sadly he succumbed to that

NOTE Confidence: 0.84918976

00:00:38.598 --> 00:00:43.710 disorder this weekend and passed away.

NOTE Confidence: 0.84918976

00:00:43.710 --> 00:00:47.364 Really fine young man.

NOTE Confidence: 0.84918976

00:00:47.364 --> 00:00:50.749 Very talented scientist. And.

NOTE Confidence: 0.84918976

00:00:50.749 --> 00:00:54.341 We are always so sad to see someone

NOTE Confidence: 0.84918976

00:00:54.341 --> 00:00:57.830 so young and talented struggle.

NOTE Confidence: 0.84918976

00:00:57.830 --> 00:01:01.634 Last so mightily against

NOTE Confidence: 0.84918976

00:01:01.634 --> 00:01:04.487 an irrevocable outcome.

NOTE Confidence: 0.84918976

00:01:04.490 --> 00:01:10.638 Um? On let me change.

NOTE Confidence: 0.84918976

00:01:10.640 --> 00:01:12.528 Change the tone abit.

NOTE Confidence: 0.84918976

00:01:12.528 --> 00:01:14.888 We're really thrilled today to

NOTE Confidence: 0.84918976

00:01:14.888 --> 00:01:17.350 have us at Grand Round Speaker

NOTE Confidence: 0.84918976

00:01:17.350 --> 00:01:19.670 Ardene for a year so far.

NOTE Confidence: 0.76496965

00:01:21.790 --> 00:01:23.310 Nancy Brown, she's the

NOTE Confidence: 0.76496965

00:01:23.310 --> 00:01:24.830 gene and David Wallace,

NOTE Confidence: 0.76496965

00:01:24.830 --> 00:01:27.622 Dean of the medical school and the CNH

NOTE Confidence: 0.76496965

00:01:27.622 --> 00:01:29.770 Long Professor of Internal Medicine.

NOTE Confidence: 0.76496965

00:01:29.770 --> 00:01:32.758 She's a graduate of Yale College.

NOTE Confidence: 0.76496965

00:01:32.760 --> 00:01:35.124 And then, remarkably went

NOTE Confidence: 0.76496965

00:01:35.124 --> 00:01:36.897 to Harvard afterwards.
NOTE Confidence: 0.76496965

00:01:36.900 --> 00:01:40.209 Forgiven for that.
NOTE Confidence: 0.76496965

00:01:40.210 --> 00:01:42.955 Completed her residency in internal
NOTE Confidence: 0.76496965

00:01:42.955 --> 00:01:46.361 medicine at Vanderbilt and did a
NOTE Confidence: 0.76496965

00:01:46.361 --> 00:01:49.226 fellowship in the famed clinical
NOTE Confidence: 0.76496965

00:01:49.226 --> 00:01:50.945 pharmacology program there.
NOTE Confidence: 0.76496965

00:01:50.950 --> 00:01:52.970 Roger Prior studied molecular
NOTE Confidence: 0.76496965

00:01:52.970 --> 00:01:55.495 mechanisms of common medications are
NOTE Confidence: 0.76496965

00:01:55.495 --> 00:01:58.136 used to treat high blood pressure,
NOTE Confidence: 0.76496965

00:01:58.140 --> 00:02:00.052 and particularly the implications
NOTE Confidence: 0.76496965

00:02:00.052 --> 00:02:01.486 of those treatments,
NOTE Confidence: 0.76496965

00:02:01.490 --> 00:02:05.074 and in the context of the pathology
NOTE Confidence: 0.76496965

00:02:05.074 --> 00:02:08.658 for both heart and kidney disease.
NOTE Confidence: 0.76496965

00:02:08.660 --> 00:02:10.308 She's throughout her career,
NOTE Confidence: 0.76496965

00:02:10.308 --> 00:02:12.368 been a very strong supporter
NOTE Confidence: 0.76496965

00:02:12.368 --> 00:02:14.290 of physician scientists,

NOTE Confidence: 0.76496965
00:02:14.290 --> 00:02:15.228 development development.
NOTE Confidence: 0.76496965
00:02:15.228 --> 00:02:17.104 She initiated the Allen
NOTE Confidence: 0.76496965
00:02:17.104 --> 00:02:18.980 Newman Society at Vanderbilt,
NOTE Confidence: 0.76496965
00:02:18.980 --> 00:02:20.384 established the Masters
NOTE Confidence: 0.76496965
00:02:20.384 --> 00:02:22.256 Program in Clinical Science,
NOTE Confidence: 0.76496965
00:02:22.260 --> 00:02:25.074 and then also served in a
NOTE Confidence: 0.76496965
00:02:25.074 --> 00:02:26.950 variety of leadership roles,
NOTE Confidence: 0.76496965
00:02:26.950 --> 00:02:28.718 including the Associate Dean
NOTE Confidence: 0.76496965
00:02:28.718 --> 00:02:30.486 for clinical and translational
NOTE Confidence: 0.76496965
00:02:30.486 --> 00:02:32.110 Science Scientists Development,
NOTE Confidence: 0.76496965
00:02:32.110 --> 00:02:34.480 the director of their Division
NOTE Confidence: 0.76496965
00:02:34.480 --> 00:02:36.376 of Clinical Pharmacology was
NOTE Confidence: 0.76496965
00:02:36.376 --> 00:02:38.322 first Robert Williams professor
NOTE Confidence: 0.76496965
00:02:38.322 --> 00:02:40.647 and then the Hugh Morgan.
NOTE Confidence: 0.76496965
00:02:40.650 --> 00:02:42.670 Professor and chair of the
NOTE Confidence: 0.76496965

00:02:42.670 --> 00:02:44.286 Department of Internal Medicine
NOTE Confidence: 0.76496965

00:02:44.286 --> 00:02:46.404 are recipient of numerous honors
NOTE Confidence: 0.76496965

00:02:46.404 --> 00:02:48.870 member of the National Academy and
NOTE Confidence: 0.76496965

00:02:48.935 --> 00:02:50.282 other prestigious organizations
NOTE Confidence: 0.76496965

00:02:50.282 --> 00:02:52.976 and became Ardyn in last year.
NOTE Confidence: 0.76496965

00:02:52.980 --> 00:02:53.828 So Nancy,
NOTE Confidence: 0.76496965

00:02:53.828 --> 00:02:56.372 thanks so much for coming in
NOTE Confidence: 0.76496965

00:02:56.372 --> 00:02:59.355 to speak to us today about the
NOTE Confidence: 0.76496965

00:02:59.355 --> 00:03:01.480 state of the medical school,
NOTE Confidence: 0.76496965

00:03:01.480 --> 00:03:03.784 where we're thrilled to welcome you
NOTE Confidence: 0.76496965

00:03:03.784 --> 00:03:06.150 to the Department of Psychiatry.
NOTE Confidence: 0.89902204

00:03:06.840 --> 00:03:07.984 Thank you and really,
NOTE Confidence: 0.89902204

00:03:07.984 --> 00:03:10.389 this is intended to be a town Hall.
NOTE Confidence: 0.89902204

00:03:10.390 --> 00:03:12.606 I do have a few slides that I
NOTE Confidence: 0.89902204

00:03:12.606 --> 00:03:14.645 would refer to as the Cliff notes
NOTE Confidence: 0.89902204

00:03:14.645 --> 00:03:16.610 for the state of the school,

NOTE Confidence: 0.89902204

00:03:16.610 --> 00:03:19.234 just to remind you of some of the

NOTE Confidence: 0.89902204

00:03:19.234 --> 00:03:21.218 things that we talked about in

NOTE Confidence: 0.89902204

00:03:21.218 --> 00:03:23.856 June and update on a few of those

NOTE Confidence: 0.89902204

00:03:23.856 --> 00:03:26.236 and then really opened it up for.

NOTE Confidence: 0.89902204

00:03:26.240 --> 00:03:27.940 For questions and I'm very

NOTE Confidence: 0.89902204

00:03:27.940 --> 00:03:29.980 grateful to be here with you,

NOTE Confidence: 0.89902204

00:03:29.980 --> 00:03:33.908 and I have to say it's been a.

NOTE Confidence: 0.89902204

00:03:33.910 --> 00:03:36.370 A tough year for this Department.

NOTE Confidence: 0.89902204

00:03:36.370 --> 00:03:38.946 With some you know losses that are

NOTE Confidence: 0.89902204

00:03:38.946 --> 00:03:41.698 just hard to understand and bear.

NOTE Confidence: 0.89902204

00:03:41.700 --> 00:03:44.255 And yet you have remained a support

NOTE Confidence: 0.89902204

00:03:44.255 --> 00:03:46.619 for others in the institution.

NOTE Confidence: 0.89902204

00:03:46.620 --> 00:03:49.806 And I'm very grateful for that.

NOTE Confidence: 0.89902204

00:03:49.810 --> 00:03:52.980 Let me share my screen.

NOTE Confidence: 0.9032773

00:03:55.640 --> 00:03:56.270 And.

NOTE Confidence: 0.85346967

00:04:00.230 --> 00:04:02.946 Talk a little bit about the school,
NOTE Confidence: 0.85346967

00:04:02.950 --> 00:04:07.150 but let me start with leadership.
NOTE Confidence: 0.85346967

00:04:07.150 --> 00:04:10.168 You know, since I've been here,
NOTE Confidence: 0.85346967

00:04:10.170 --> 00:04:13.385 we've appointed Tony Koleski as
NOTE Confidence: 0.85346967

00:04:13.385 --> 00:04:16.600 Deputy Dean for basic science.
NOTE Confidence: 0.85346967

00:04:16.600 --> 00:04:20.150 We recently named Jessica Illuzzi
NOTE Confidence: 0.85346967

00:04:20.150 --> 00:04:23.700 as deputy for medical education
NOTE Confidence: 0.85346967

00:04:23.813 --> 00:04:27.419 and she officially started Jan 1.
NOTE Confidence: 0.85346967

00:04:27.420 --> 00:04:29.345 Several in this Department are
NOTE Confidence: 0.85346967

00:04:29.345 --> 00:04:30.885 taking critical leadership roles,
NOTE Confidence: 0.85346967

00:04:30.890 --> 00:04:32.726 and I'd like to highlight the
NOTE Confidence: 0.85346967

00:04:32.726 --> 00:04:34.838 work of of Sambol with Jonathan
NOTE Confidence: 0.85346967

00:04:34.838 --> 00:04:37.298 Grauer in the Office of Academic
NOTE Confidence: 0.85346967

00:04:37.298 --> 00:04:38.970 and Professional Development,
NOTE Confidence: 0.85346967

00:04:38.970 --> 00:04:40.446 and also Bob Rohrbach,
NOTE Confidence: 0.85346967

00:04:40.446 --> 00:04:42.660 who's been doing some work on

NOTE Confidence: 0.85346967

00:04:42.731 --> 00:04:44.987 how we promote Wellness in the

NOTE Confidence: 0.85346967

00:04:44.987 --> 00:04:47.060 clinical side and many others.

NOTE Confidence: 0.85346967

00:04:47.060 --> 00:04:49.762 And I forgive me if I forget

NOTE Confidence: 0.85346967

00:04:49.762 --> 00:04:51.890 to call out specific.

NOTE Confidence: 0.85346967

00:04:51.890 --> 00:04:52.640 Folks.

NOTE Confidence: 0.8349523

00:04:55.100 --> 00:04:58.268 One of the things that we would like to

NOTE Confidence: 0.8349523

00:04:58.268 --> 00:05:01.638 do is a is do a better job of shouting

NOTE Confidence: 0.8349523

00:05:01.638 --> 00:05:04.871 out the work of our faculty and I'll

NOTE Confidence: 0.8349523

00:05:04.871 --> 00:05:07.056 talk about that a little bit more,

NOTE Confidence: 0.8349523

00:05:07.056 --> 00:05:09.943 but I but I will say that this Department

NOTE Confidence: 0.8349523

00:05:09.943 --> 00:05:12.198 in particular is extraordinary and

NOTE Confidence: 0.8349523

00:05:12.198 --> 00:05:14.726 regularly ranked number one in among

NOTE Confidence: 0.8349523

00:05:14.726 --> 00:05:17.060 departments of psychiatry and NIH funding.

NOTE Confidence: 0.87954134

00:05:19.210 --> 00:05:20.656 Clinically, this year,

NOTE Confidence: 0.87954134

00:05:20.656 --> 00:05:24.030 in addition to what you normally do,

NOTE Confidence: 0.87954134

00:05:24.030 --> 00:05:26.388 you were accessible to faculty and
NOTE Confidence: 0.87954134

00:05:26.388 --> 00:05:29.149 staff who had a disproportionate amount
NOTE Confidence: 0.87954134

00:05:29.149 --> 00:05:33.006 of stress related to covid and made
NOTE Confidence: 0.87954134

00:05:33.006 --> 00:05:36.078 yourselves available on a voluntary basis.
NOTE Confidence: 0.87954134

00:05:36.080 --> 00:05:39.820 And it's really quite extraordinary.
NOTE Confidence: 0.87954134

00:05:39.820 --> 00:05:43.124 Want to turn to culture and climate
NOTE Confidence: 0.87954134

00:05:43.124 --> 00:05:46.448 and before I came before I arrived
NOTE Confidence: 0.87954134

00:05:46.448 --> 00:05:50.050 I was aware of some high profile.
NOTE Confidence: 0.87954134

00:05:50.050 --> 00:05:53.683 Cases that suggested and that I became
NOTE Confidence: 0.87954134

00:05:53.683 --> 00:05:57.568 more convinced of as we as I arrived that.
NOTE Confidence: 0.87954134

00:05:57.570 --> 00:06:02.106 Um? We had some work to do in creating
NOTE Confidence: 0.87954134

00:06:02.106 --> 00:06:03.722 the infrastructure to promote
NOTE Confidence: 0.87954134

00:06:03.722 --> 00:06:06.268 our best behavior and that work.
NOTE Confidence: 0.87954134

00:06:06.270 --> 00:06:08.748 I would place in three buckets.
NOTE Confidence: 0.87954134

00:06:08.750 --> 00:06:11.060 The first is identifying and
NOTE Confidence: 0.87954134

00:06:11.060 --> 00:06:13.936 selecting leaders you know in academic

NOTE Confidence: 0.87954134

00:06:13.936 --> 00:06:16.326 medicine we tend to select.

NOTE Confidence: 0.87954134

00:06:16.330 --> 00:06:18.400 People based on their excellence,

NOTE Confidence: 0.87954134

00:06:18.400 --> 00:06:20.052 their performance in research,

NOTE Confidence: 0.87954134

00:06:20.052 --> 00:06:21.704 and the clinical arena,

NOTE Confidence: 0.87954134

00:06:21.710 --> 00:06:24.194 but not often as often for

NOTE Confidence: 0.87954134

00:06:24.194 --> 00:06:25.436 their leadership attributes.

NOTE Confidence: 0.87954134

00:06:25.440 --> 00:06:27.510 And it shouldn't be either

NOTE Confidence: 0.87954134

00:06:27.510 --> 00:06:29.580 or it should be both,

NOTE Confidence: 0.87954134

00:06:29.580 --> 00:06:32.532 and so we have spent some time revising

NOTE Confidence: 0.87954134

00:06:32.532 --> 00:06:35.447 our search processes to standardize them

NOTE Confidence: 0.87954134

00:06:35.447 --> 00:06:38.591 and emphasize those qualities of leaders.

NOTE Confidence: 0.87954134

00:06:38.600 --> 00:06:39.276 In addition,

NOTE Confidence: 0.87954134

00:06:39.276 --> 00:06:40.628 once we tap leaders,

NOTE Confidence: 0.87954134

00:06:40.630 --> 00:06:43.132 we tend to throw them in and say good

NOTE Confidence: 0.87954134

00:06:43.132 --> 00:06:45.888 luck and and but the skill set required

NOTE Confidence: 0.87954134

00:06:45.888 --> 00:06:47.746 for leadership is quite different
NOTE Confidence: 0.87954134

00:06:47.746 --> 00:06:50.008 necessarily from that of running a
NOTE Confidence: 0.87954134

00:06:50.008 --> 00:06:51.966 lab or a large clinical enterprise,
NOTE Confidence: 0.87954134

00:06:51.966 --> 00:06:54.586 and it requires the ability to have difficult
NOTE Confidence: 0.87954134

00:06:54.586 --> 00:06:56.506 conversations and make hard decisions,
NOTE Confidence: 0.87954134

00:06:56.510 --> 00:06:59.168 and to be courageous and so.
NOTE Confidence: 0.87954134

00:06:59.170 --> 00:07:00.878 Helping people develop those
NOTE Confidence: 0.87954134

00:07:00.878 --> 00:07:02.586 skills is another area,
NOTE Confidence: 0.87954134

00:07:02.590 --> 00:07:04.730 and we've been working to
NOTE Confidence: 0.87954134

00:07:04.730 --> 00:07:06.014 to establish leadership,
NOTE Confidence: 0.87954134

00:07:06.020 --> 00:07:07.400 development and coaching.
NOTE Confidence: 0.87954134

00:07:07.400 --> 00:07:10.160 And then Lastly putting in place
NOTE Confidence: 0.87954134

00:07:10.160 --> 00:07:12.909 systems that help us detect issues as
NOTE Confidence: 0.87954134

00:07:12.909 --> 00:07:15.342 an early warning system and intervene
NOTE Confidence: 0.87954134

00:07:15.342 --> 00:07:17.976 when people are struggling and that's
NOTE Confidence: 0.87954134

00:07:17.976 --> 00:07:20.960 manifest in bad behavior or in micro

NOTE Confidence: 0.87954134

00:07:20.960 --> 00:07:23.622 aggressions or whatever it is and

NOTE Confidence: 0.87954134

00:07:23.622 --> 00:07:26.514 help them change behavior but also

NOTE Confidence: 0.87954134

00:07:26.514 --> 00:07:28.785 hold people accountable for their

NOTE Confidence: 0.87954134

00:07:28.785 --> 00:07:31.382 behavior and so this is the work.

NOTE Confidence: 0.87954134

00:07:31.390 --> 00:07:33.820 That's being done in LAPD.

NOTE Confidence: 0.87954134

00:07:33.820 --> 00:07:35.854 And if you haven't looked at

NOTE Confidence: 0.87954134

00:07:35.854 --> 00:07:37.210 their newly revised website,

NOTE Confidence: 0.87954134

00:07:37.210 --> 00:07:38.390 I would encourage it,

NOTE Confidence: 0.87954134

00:07:38.390 --> 00:07:40.962 but but one of the key things is

NOTE Confidence: 0.87954134

00:07:40.962 --> 00:07:43.140 just closing the loops for all

NOTE Confidence: 0.87954134

00:07:43.140 --> 00:07:45.008 the different points of entry.

NOTE Confidence: 0.87954134

00:07:45.010 --> 00:07:46.700 When somebody expresses a concern,

NOTE Confidence: 0.87954134

00:07:46.700 --> 00:07:48.776 because that may be expressed in

NOTE Confidence: 0.87954134

00:07:48.776 --> 00:07:50.865 the hospital and yet never get

NOTE Confidence: 0.87954134

00:07:50.865 --> 00:07:52.129 back to the school.

NOTE Confidence: 0.87954134

00:07:52.130 --> 00:07:54.237 Or it may be expressed in a
NOTE Confidence: 0.87954134

00:07:54.237 --> 00:07:56.190 Department and not be centralized,
NOTE Confidence: 0.87954134

00:07:56.190 --> 00:07:59.136 but also surprise supporting our chairs.
NOTE Confidence: 0.87954134

00:07:59.140 --> 00:08:01.499 And other leaders as they face difficult
NOTE Confidence: 0.87954134

00:08:01.499 --> 00:08:03.269 situations because for anyone chair,
NOTE Confidence: 0.87954134

00:08:03.270 --> 00:08:05.364 it might be the first time
NOTE Confidence: 0.87954134

00:08:05.364 --> 00:08:07.050 someone has dealt with it.
NOTE Confidence: 0.87954134

00:08:07.050 --> 00:08:08.770 But for a centralized office
NOTE Confidence: 0.87954134

00:08:08.770 --> 00:08:10.146 they can provide expertise.
NOTE Confidence: 0.8647719

00:08:12.470 --> 00:08:14.108 So I've mentioned this in our
NOTE Confidence: 0.8647719

00:08:14.108 --> 00:08:15.200 work to standardize pathways
NOTE Confidence: 0.8647719

00:08:15.250 --> 00:08:16.570 and not only accountability,
NOTE Confidence: 0.8647719

00:08:16.570 --> 00:08:18.614 but I would say closing the loop.
NOTE Confidence: 0.8647719

00:08:18.620 --> 00:08:20.916 We too often don't go back to our
NOTE Confidence: 0.8647719

00:08:20.916 --> 00:08:22.784 faculty and staff and say something
NOTE Confidence: 0.8647719

00:08:22.784 --> 00:08:25.229 has been done and we may not be

NOTE Confidence: 0.8647719

00:08:25.229 --> 00:08:27.112 able to say what has been done,

NOTE Confidence: 0.8647719

00:08:27.120 --> 00:08:29.840 but we can at least.

NOTE Confidence: 0.8647719

00:08:29.840 --> 00:08:30.989 Close that loop.

NOTE Confidence: 0.8647719

00:08:30.989 --> 00:08:33.287 We've done work to review our

NOTE Confidence: 0.8647719

00:08:33.287 --> 00:08:35.197 mission statement and I'll mention

NOTE Confidence: 0.8647719

00:08:35.197 --> 00:08:37.878 that in a minute we have now

NOTE Confidence: 0.8647719

00:08:37.878 --> 00:08:40.043 close to finalized a strategic

NOTE Confidence: 0.8647719

00:08:40.043 --> 00:08:41.775 plan for diversity equity,

NOTE Confidence: 0.8647719

00:08:41.780 --> 00:08:43.445 inclusion for faculty,

NOTE Confidence: 0.8647719

00:08:43.445 --> 00:08:47.330 and we have a draft for students.

NOTE Confidence: 0.8647719

00:08:47.330 --> 00:08:50.084 This really focuses on mentorship and

NOTE Confidence: 0.8647719

00:08:50.084 --> 00:08:52.647 sponsorship and creating an inclusive

NOTE Confidence: 0.8647719

00:08:52.647 --> 00:08:55.247 environment and promoting retention.

NOTE Confidence: 0.82414615

00:08:57.550 --> 00:08:59.916 And part of creating an inclusive environment

NOTE Confidence: 0.82414615

00:08:59.916 --> 00:09:01.958 is creating space that is inclusive,

NOTE Confidence: 0.82414615

00:09:01.960 --> 00:09:03.994 and if you haven't been outside
NOTE Confidence: 0.82414615

00:09:03.994 --> 00:09:05.350 the Deans Office lately,
NOTE Confidence: 0.82414615

00:09:05.350 --> 00:09:08.054 I would encourage you to walk by there.
NOTE Confidence: 0.82414615

00:09:08.060 --> 00:09:10.088 We've we've moved to the portraits.
NOTE Confidence: 0.82414615

00:09:10.090 --> 00:09:12.124 One haulover we've sent back some
NOTE Confidence: 0.82414615

00:09:12.124 --> 00:09:14.256 of the portraits that were clearly
NOTE Confidence: 0.82414615

00:09:14.256 --> 00:09:16.041 just there because someone had
NOTE Confidence: 0.82414615

00:09:16.041 --> 00:09:18.410 cleaned his or her addict and now
NOTE Confidence: 0.82414615

00:09:18.410 --> 00:09:20.258 it's limited just to the Deans.
NOTE Confidence: 0.82414615

00:09:20.260 --> 00:09:22.300 We've cleaned them up a bit,
NOTE Confidence: 0.82414615

00:09:22.300 --> 00:09:24.916 but we've made space for two.
NOTE Confidence: 0.82414615

00:09:24.920 --> 00:09:26.568 Rotating exhibits in the
NOTE Confidence: 0.82414615

00:09:26.568 --> 00:09:28.628 first 2 will open soon.
NOTE Confidence: 0.82414615

00:09:28.630 --> 00:09:32.338 One is an exhibit on HIV in New Haven,
NOTE Confidence: 0.82414615

00:09:32.340 --> 00:09:34.812 and that history that involves our
NOTE Confidence: 0.82414615

00:09:34.812 --> 00:09:38.154 school and the 2nd is a exhibit related

NOTE Confidence: 0.82414615

00:09:38.154 --> 00:09:41.062 to the accolades of our current faculty

NOTE Confidence: 0.82414615

00:09:41.062 --> 00:09:43.890 who are of course much more diverse

NOTE Confidence: 0.82414615

00:09:43.890 --> 00:09:46.760 than the Deans hanging down the Hall.

NOTE Confidence: 0.82414615

00:09:46.760 --> 00:09:49.928 So I'm excited about those changes.

NOTE Confidence: 0.82414615

00:09:49.930 --> 00:09:52.336 We've also done some work too.

NOTE Confidence: 0.82414615

00:09:52.340 --> 00:09:54.344 Review our institutional guidelines

NOTE Confidence: 0.82414615

00:09:54.344 --> 00:09:55.847 around compensation plans.

NOTE Confidence: 0.82414615

00:09:55.850 --> 00:10:00.130 As you know, Dean Alpern and now I.

NOTE Confidence: 0.82414615

00:10:00.130 --> 00:10:02.065 Annually go through salaries to

NOTE Confidence: 0.82414615

00:10:02.065 --> 00:10:04.000 make sure there aren't outliers

NOTE Confidence: 0.82414615

00:10:04.067 --> 00:10:05.789 and to and to ensure equity,

NOTE Confidence: 0.82414615

00:10:05.790 --> 00:10:09.120 but we also needed to do some work to say

NOTE Confidence: 0.82414615

00:10:09.208 --> 00:10:12.868 why do we see outliers and what are the what?

NOTE Confidence: 0.82414615

00:10:12.870 --> 00:10:15.173 Are the areas in which compensation plans

NOTE Confidence: 0.82414615

00:10:15.173 --> 00:10:17.478 are not consistent across the institution.

NOTE Confidence: 0.82414615

00:10:17.480 --> 00:10:21.230 So we've just finished that work.

NOTE Confidence: 0.82414615

00:10:21.230 --> 00:10:24.134 We are enhancing our resources for

NOTE Confidence: 0.82414615

00:10:24.134 --> 00:10:26.070 mentorship and career development.

NOTE Confidence: 0.82414615

00:10:26.070 --> 00:10:28.434 I've tapped Keith Choate to become

NOTE Confidence: 0.82414615

00:10:28.434 --> 00:10:30.839 the associate Dean for physician

NOTE Confidence: 0.82414615

00:10:30.839 --> 00:10:32.359 scientists development,

NOTE Confidence: 0.82414615

00:10:32.360 --> 00:10:34.296 but again, Sam Ball.

NOTE Confidence: 0.82414615

00:10:34.296 --> 00:10:37.995 We're doing a lot of work in

NOTE Confidence: 0.82414615

00:10:37.995 --> 00:10:41.415 creating toolkits for our clinician,

NOTE Confidence: 0.82414615

00:10:41.420 --> 00:10:44.360 educator and clinician faculty in

NOTE Confidence: 0.82414615

00:10:44.360 --> 00:10:46.712 helping them develop portfolios

NOTE Confidence: 0.82414615

00:10:46.712 --> 00:10:50.038 and educational portfolios as well.

NOTE Confidence: 0.82414615

00:10:50.040 --> 00:10:51.420 And as I mentioned,

NOTE Confidence: 0.82414615

00:10:51.420 --> 00:10:53.932 we have to develop mechanisms to celebrate

NOTE Confidence: 0.82414615

00:10:53.932 --> 00:10:56.940 all that our faculty and staff are doing,

NOTE Confidence: 0.82414615

00:10:56.940 --> 00:10:58.752 and one of my favorite emails

NOTE Confidence: 0.82414615

00:10:58.752 --> 00:11:00.905 these days is the Wednesday morning

NOTE Confidence: 0.82414615

00:11:00.905 --> 00:11:03.105 email of news and recognition.

NOTE Confidence: 0.82414615

00:11:03.110 --> 00:11:05.958 And it's just great to see what all

NOTE Confidence: 0.82414615

00:11:05.958 --> 00:11:08.916 that is going on in in the school.

NOTE Confidence: 0.82414615

00:11:08.920 --> 00:11:11.430 And we're continuing listening meetings

NOTE Confidence: 0.82414615

00:11:11.430 --> 00:11:14.347 which I anticipate continuing for good

NOTE Confidence: 0.82414615

00:11:14.347 --> 00:11:16.706 just because they are very helpful for

NOTE Confidence: 0.82414615

00:11:16.706 --> 00:11:19.714 me to to hear from you and to meet you.

NOTE Confidence: 0.82414615

00:11:19.720 --> 00:11:22.420 Even if not in person.

NOTE Confidence: 0.82414615

00:11:22.420 --> 00:11:24.430 So this is our mission statement.

NOTE Confidence: 0.82414615

00:11:24.430 --> 00:11:26.775 It was an interesting process and one

NOTE Confidence: 0.82414615

00:11:26.775 --> 00:11:29.458 that I thought would be difficult to do.

NOTE Confidence: 0.82414615

00:11:29.460 --> 00:11:31.452 But it turns out that Zoom is a

NOTE Confidence: 0.82414615

00:11:31.452 --> 00:11:33.756 is a wonderful medium for focus

NOTE Confidence: 0.82414615

00:11:33.756 --> 00:11:35.488 groups and for surveys.

NOTE Confidence: 0.82414615

00:11:35.490 --> 00:11:37.018 And as you know,
NOTE Confidence: 0.82414615

00:11:37.018 --> 00:11:38.928 this was an iterative process
NOTE Confidence: 0.82414615

00:11:38.928 --> 00:11:41.152 with lots of feedback until until
NOTE Confidence: 0.82414615

00:11:41.152 --> 00:11:43.969 we got it where we wanted to be.
NOTE Confidence: 0.82414615

00:11:43.970 --> 00:11:45.895 Yale School of Medicine educates
NOTE Confidence: 0.82414615

00:11:45.895 --> 00:11:47.820 and nurtures creative leaders in
NOTE Confidence: 0.82414615

00:11:47.881 --> 00:11:49.891 medicine by promoting curiosity and
NOTE Confidence: 0.82414615

00:11:49.891 --> 00:11:51.901 critical inquiry in an inclusive
NOTE Confidence: 0.82414615

00:11:51.969 --> 00:11:53.508 and collaborative environment
NOTE Confidence: 0.82414615

00:11:53.508 --> 00:11:55.047 enriched by diversity.
NOTE Confidence: 0.82414615

00:11:55.050 --> 00:11:56.866 Those words promoting curiosity
NOTE Confidence: 0.82414615

00:11:56.866 --> 00:11:58.228 and critical inquiry,
NOTE Confidence: 0.82414615

00:11:58.230 --> 00:12:01.191 I think convey the Yale system of
NOTE Confidence: 0.82414615

00:12:01.191 --> 00:12:03.360 medical education and the notion
NOTE Confidence: 0.82414615

00:12:03.360 --> 00:12:05.808 that we treat our students and
NOTE Confidence: 0.82414615

00:12:05.808 --> 00:12:08.819 learners as adults and that they

NOTE Confidence: 0.82414615

00:12:08.819 --> 00:12:10.935 take responsibility for immersing.

NOTE Confidence: 0.82414615

00:12:10.940 --> 00:12:16.124 And we believe that that creates people who.

NOTE Confidence: 0.82414615

00:12:16.130 --> 00:12:18.405 Know how to go deeply and ask

NOTE Confidence: 0.82414615

00:12:18.405 --> 00:12:20.289 questions and notice the outliers,

NOTE Confidence: 0.82414615

00:12:20.290 --> 00:12:22.120 the words inclusion and diversity

NOTE Confidence: 0.82414615

00:12:22.120 --> 00:12:23.950 had not appeared in our

NOTE Confidence: 0.85379463

00:12:24.023 --> 00:12:25.539 mission statement before and

NOTE Confidence: 0.85379463

00:12:25.539 --> 00:12:27.813 that was very important to us.

NOTE Confidence: 0.85379463

00:12:27.820 --> 00:12:29.764 And we advanced discovery and innovation

NOTE Confidence: 0.85379463

00:12:29.764 --> 00:12:32.300 in the pursuit of scientific knowledge,

NOTE Confidence: 0.85379463

00:12:32.300 --> 00:12:33.413 fostered by partnerships

NOTE Confidence: 0.85379463

00:12:33.413 --> 00:12:34.526 across the University,

NOTE Confidence: 0.85379463

00:12:34.530 --> 00:12:37.350 our local community in the world.

NOTE Confidence: 0.85379463

00:12:37.350 --> 00:12:39.114 And this is an institution where

NOTE Confidence: 0.85379463

00:12:39.114 --> 00:12:40.866 the excellence of our scientific

NOTE Confidence: 0.85379463

00:12:40.866 --> 00:12:42.420 discovery is extraordinary.
NOTE Confidence: 0.85379463

00:12:42.420 --> 00:12:44.320 But it's important to acknowledge
NOTE Confidence: 0.85379463

00:12:44.320 --> 00:12:47.119 that we don't do that in a vacuum,
NOTE Confidence: 0.85379463

00:12:47.120 --> 00:12:49.654 and we benefit from being part of
NOTE Confidence: 0.85379463

00:12:49.654 --> 00:12:51.826 the larger University, but also from
NOTE Confidence: 0.85379463

00:12:51.826 --> 00:12:53.636 being embedded in this community.
NOTE Confidence: 0.85379463

00:12:53.640 --> 00:12:55.084 And we're not alone.
NOTE Confidence: 0.85379463

00:12:55.084 --> 00:12:55.806 And Lastly,
NOTE Confidence: 0.85379463

00:12:55.810 --> 00:12:58.696 we care for patients with compassion.
NOTE Confidence: 0.85379463

00:12:58.700 --> 00:13:00.300 And commit to improving
NOTE Confidence: 0.85379463

00:13:00.300 --> 00:13:02.300 the health of our people.
NOTE Confidence: 0.85379463

00:13:02.300 --> 00:13:04.675 Acknowledging both our own individual
NOTE Confidence: 0.85379463

00:13:04.675 --> 00:13:06.100 relationships with patients,
NOTE Confidence: 0.85379463

00:13:06.100 --> 00:13:09.150 but also our larger commitment
NOTE Confidence: 0.85379463

00:13:09.150 --> 00:13:12.200 to the Community at large.
NOTE Confidence: 0.85379463

00:13:12.200 --> 00:13:14.040 So on the clinical mission,

NOTE Confidence: 0.85379463

00:13:14.040 --> 00:13:14.686 you know,

NOTE Confidence: 0.85379463

00:13:14.686 --> 00:13:17.763 I think it's hard to look back on the

NOTE Confidence: 0.85379463

00:13:17.763 --> 00:13:20.654 last year without saying the word covid,

NOTE Confidence: 0.85379463

00:13:20.660 --> 00:13:24.036 but I think one of the Silver Linings

NOTE Confidence: 0.85379463

00:13:24.036 --> 00:13:27.087 of the pandemic has been the.

NOTE Confidence: 0.85379463

00:13:27.090 --> 00:13:30.050 Fact that when faced with a common enemy,

NOTE Confidence: 0.85379463

00:13:30.050 --> 00:13:31.530 we have worked collaboratively

NOTE Confidence: 0.85379463

00:13:31.530 --> 00:13:34.177 and together in ways that I think

NOTE Confidence: 0.85379463

00:13:34.177 --> 00:13:35.992 perhaps we didn't realize were

NOTE Confidence: 0.85379463

00:13:35.992 --> 00:13:38.603 possible and we need to learn from

NOTE Confidence: 0.85379463

00:13:38.603 --> 00:13:40.781 that in terms of realizing better

NOTE Confidence: 0.85379463

00:13:40.781 --> 00:13:43.185 alignment between the school and our

NOTE Confidence: 0.85379463

00:13:43.185 --> 00:13:45.820 partners in Una Haven health system.

NOTE Confidence: 0.85379463

00:13:45.820 --> 00:13:47.232 And to that end,

NOTE Confidence: 0.85379463

00:13:47.232 --> 00:13:49.350 we're doing a fair amount of

NOTE Confidence: 0.85379463

00:13:49.433 --> 00:13:51.409 work addressing governance and
NOTE Confidence: 0.85379463

00:13:51.409 --> 00:13:54.373 how we share decision rights and
NOTE Confidence: 0.85379463

00:13:54.461 --> 00:13:56.657 what the role of chairs are,
NOTE Confidence: 0.85379463

00:13:56.660 --> 00:13:58.750 and Chiefs across the system.
NOTE Confidence: 0.85379463

00:13:58.750 --> 00:14:01.246 And that's been very gratifying work,
NOTE Confidence: 0.85379463

00:14:01.250 --> 00:14:04.953 and one in which the delivery network
NOTE Confidence: 0.85379463

00:14:04.953 --> 00:14:07.340 presidents are engaged as well.
NOTE Confidence: 0.85379463

00:14:07.340 --> 00:14:08.384 Related to that,
NOTE Confidence: 0.85379463

00:14:08.384 --> 00:14:10.820 I think we have to develop improved
NOTE Confidence: 0.85379463

00:14:10.896 --> 00:14:13.266 analytics and we have to become
NOTE Confidence: 0.85379463

00:14:13.266 --> 00:14:15.269 comfortable with seeing how we're
NOTE Confidence: 0.85379463

00:14:15.269 --> 00:14:17.705 doing in terms of quality and service
NOTE Confidence: 0.85379463

00:14:17.705 --> 00:14:19.882 and then looking at them together
NOTE Confidence: 0.85379463

00:14:19.882 --> 00:14:21.354 and problem solving together.
NOTE Confidence: 0.85379463

00:14:21.360 --> 00:14:23.660 It's part of holding ourselves
NOTE Confidence: 0.85379463

00:14:23.660 --> 00:14:26.933 accountable for what we do and we

NOTE Confidence: 0.85379463

00:14:26.933 --> 00:14:29.597 need to include HealthEquity in that.

NOTE Confidence: 0.85379463

00:14:29.600 --> 00:14:34.538 And then as an academic Medical

NOTE Confidence: 0.85379463

00:14:34.538 --> 00:14:37.007 Center and system.

NOTE Confidence: 0.85379463

00:14:37.010 --> 00:14:38.640 Every patient should be enrolled

NOTE Confidence: 0.85379463

00:14:38.640 --> 00:14:40.640 in clinical research in some way

NOTE Confidence: 0.85379463

00:14:40.640 --> 00:14:42.530 and should be contributing to the

NOTE Confidence: 0.85379463

00:14:42.530 --> 00:14:44.141 discovery mission and we should

NOTE Confidence: 0.85379463

00:14:44.141 --> 00:14:45.661 be leveraging our discovery to

NOTE Confidence: 0.85379463

00:14:45.661 --> 00:14:47.816 enhance the care of every patient.

NOTE Confidence: 0.85379463

00:14:47.816 --> 00:14:51.889 And so I think we have work to do there.

NOTE Confidence: 0.85379463

00:14:51.890 --> 00:14:53.270 And then of course,

NOTE Confidence: 0.85379463

00:14:53.270 --> 00:14:55.600 spaces is a difficult problem for us.

NOTE Confidence: 0.85379463

00:14:55.600 --> 00:14:58.624 I think our our approaches to it will change.

NOTE Confidence: 0.85379463

00:14:58.630 --> 00:14:59.600 Post covid.

NOTE Confidence: 0.85379463

00:14:59.600 --> 00:15:03.436 In that we will have more people staff

NOTE Confidence: 0.85379463

00:15:03.436 --> 00:15:05.982 working off campus by preference and
NOTE Confidence: 0.85379463

00:15:05.982 --> 00:15:09.979 we will be able to open up office space,
NOTE Confidence: 0.85379463

00:15:09.980 --> 00:15:11.258 perhaps for clinicians.
NOTE Confidence: 0.85379463

00:15:11.258 --> 00:15:14.240 And we may use that space differently
NOTE Confidence: 0.85379463

00:15:14.311 --> 00:15:16.867 on the education front I mentioned
NOTE Confidence: 0.85379463

00:15:16.867 --> 00:15:19.130 the appointment of Jessica Lusion.
NOTE Confidence: 0.85379463

00:15:19.130 --> 00:15:21.746 She's already doing a terrific idea,
NOTE Confidence: 0.85379463

00:15:21.750 --> 00:15:24.360 perfect job and plans a some
NOTE Confidence: 0.85379463

00:15:24.360 --> 00:15:25.665 strategic planning work,
NOTE Confidence: 0.85379463

00:15:25.670 --> 00:15:29.446 not of the scope that we did when
NOTE Confidence: 0.85379463

00:15:29.446 --> 00:15:31.718 Richard Belitsky took the job.
NOTE Confidence: 0.85379463

00:15:31.720 --> 00:15:34.695 But really focused on pedagogy and and
NOTE Confidence: 0.85379463

00:15:34.695 --> 00:15:37.229 mentorship and support for our students.
NOTE Confidence: 0.85379463

00:15:37.230 --> 00:15:39.350 The Yale system is wonderful,
NOTE Confidence: 0.85379463

00:15:39.350 --> 00:15:41.936 but it does require that students
NOTE Confidence: 0.85379463

00:15:41.936 --> 00:15:44.858 know how to navigate and seek help.

NOTE Confidence: 0.85379463

00:15:44.860 --> 00:15:47.410 And so in the early days,

NOTE Confidence: 0.85379463

00:15:47.410 --> 00:15:50.794 providing a little bit of support for that.

NOTE Confidence: 0.8579358

00:15:50.800 --> 00:15:55.600 And then I think in the area of pedagogy we.

NOTE Confidence: 0.8579358

00:15:55.600 --> 00:15:58.760 I think can do a better job of

NOTE Confidence: 0.8579358

00:15:58.760 --> 00:16:00.853 using technology and learning from

NOTE Confidence: 0.8579358

00:16:00.853 --> 00:16:03.681 Kovit again in terms of how to

NOTE Confidence: 0.8579358

00:16:03.766 --> 00:16:06.460 engage students in a better way.

NOTE Confidence: 0.8579358

00:16:06.460 --> 00:16:09.659 I would you were aware that Dean

NOTE Confidence: 0.8579358

00:16:09.659 --> 00:16:11.505 Alpern successfully reduced the

NOTE Confidence: 0.8579358

00:16:11.505 --> 00:16:13.881 unit loan to \$15,000 per student

NOTE Confidence: 0.8579358

00:16:13.881 --> 00:16:15.910 and that's been wonderful,

NOTE Confidence: 0.8579358

00:16:15.910 --> 00:16:19.473 but we're currently paying for that out

NOTE Confidence: 0.8579358

00:16:19.473 --> 00:16:23.376 of operations and I would dearly love to

NOTE Confidence: 0.8579358

00:16:23.376 --> 00:16:26.640 identify donors to invest in that work.

NOTE Confidence: 0.8579358

00:16:26.640 --> 00:16:29.237 We also have an opportunity to leverage

NOTE Confidence: 0.8579358

00:16:29.237 --> 00:16:32.354 our alumni I think to to help us in
NOTE Confidence: 0.8579358

00:16:32.354 --> 00:16:34.430 our recruitment and of students and
NOTE Confidence: 0.8579358

00:16:34.430 --> 00:16:36.929 residents and to help us get the
NOTE Confidence: 0.8579358

00:16:36.929 --> 00:16:39.102 word out about all of the things
NOTE Confidence: 0.8579358

00:16:39.102 --> 00:16:41.302 good things that are going on here
NOTE Confidence: 0.8579358

00:16:41.302 --> 00:16:43.458 and in particularly to help us with
NOTE Confidence: 0.8579358

00:16:43.529 --> 00:16:45.293 enhancing recruitment and retention
NOTE Confidence: 0.8579358

00:16:45.293 --> 00:16:47.939 of those who are under represented
NOTE Confidence: 0.8579358

00:16:47.940 --> 00:16:49.720 in medicine among our students.
NOTE Confidence: 0.8579358

00:16:49.720 --> 00:16:51.495 Both our medical students in
NOTE Confidence: 0.8579358

00:16:51.495 --> 00:16:52.560 our PhD students,
NOTE Confidence: 0.8579358

00:16:52.560 --> 00:16:53.625 approximately 27% are
NOTE Confidence: 0.8579358

00:16:53.625 --> 00:16:54.690 under represented medicine,
NOTE Confidence: 0.8579358

00:16:54.690 --> 00:16:56.650 but we need to retain.
NOTE Confidence: 0.8579358

00:16:56.650 --> 00:16:59.776 Those in academia in our residency
NOTE Confidence: 0.8579358

00:16:59.776 --> 00:17:01.860 programs in our fellowships,

NOTE Confidence: 0.8579358

00:17:01.860 --> 00:17:05.310 because those become those programs often

NOTE Confidence: 0.8579358

00:17:05.310 --> 00:17:08.860 retain folks as faculty subsequently.

NOTE Confidence: 0.8579358

00:17:08.860 --> 00:17:11.578 And then I mentioned leveraging our

NOTE Confidence: 0.8579358

00:17:11.578 --> 00:17:14.630 communications to get the word out a

NOTE Confidence: 0.8579358

00:17:14.630 --> 00:17:17.332 little bit better about what we're doing.

NOTE Confidence: 0.8579358

00:17:17.340 --> 00:17:18.784 In research we are.

NOTE Confidence: 0.8579358

00:17:18.784 --> 00:17:20.228 We have an going.

NOTE Confidence: 0.8579358

00:17:20.230 --> 00:17:22.926 We're in the latter stages of a search

NOTE Confidence: 0.8579358

00:17:22.926 --> 00:17:25.866 for a chair of neuroscience and I'm

NOTE Confidence: 0.8579358

00:17:25.866 --> 00:17:29.279 very excited about the work going on there.

NOTE Confidence: 0.8579358

00:17:29.280 --> 00:17:29.711 Um,

NOTE Confidence: 0.8579358

00:17:29.711 --> 00:17:32.297 we have held a strategic plan

NOTE Confidence: 0.8579358

00:17:32.297 --> 00:17:34.668 for research within the school

NOTE Confidence: 0.8579358

00:17:34.668 --> 00:17:37.644 in the context of the University

NOTE Confidence: 0.8579358

00:17:37.644 --> 00:17:40.720 Science Strategic Plan, so.

NOTE Confidence: 0.8579358

00:17:40.720 --> 00:17:43.132 Focused on how we realize some
NOTE Confidence: 0.8579358

00:17:43.132 --> 00:17:44.740 of those overarching priorities,
NOTE Confidence: 0.8579358

00:17:44.740 --> 00:17:47.253 but also what is unique to the
NOTE Confidence: 0.8579358

00:17:47.253 --> 00:17:50.809 school and one of the things that I
NOTE Confidence: 0.8579358

00:17:50.809 --> 00:17:52.725 think was particularly successful
NOTE Confidence: 0.8579358

00:17:52.725 --> 00:17:55.392 about this exercise was that it was
NOTE Confidence: 0.8579358

00:17:55.392 --> 00:17:58.448 not a top down exercise but one in
NOTE Confidence: 0.8579358

00:17:58.448 --> 00:18:00.920 which Tony Glowski and Brian Smith
NOTE Confidence: 0.8579358

00:18:00.998 --> 00:18:03.650 engaged many of the rising leaders
NOTE Confidence: 0.8579358

00:18:03.650 --> 00:18:06.507 in department's and and spent a lot
NOTE Confidence: 0.8579358

00:18:06.507 --> 00:18:08.852 of time talking with folks on on
NOTE Confidence: 0.8579358

00:18:08.860 --> 00:18:10.870 the phone and developing surveys.
NOTE Confidence: 0.8579358

00:18:10.870 --> 00:18:11.944 And then.
NOTE Confidence: 0.8579358

00:18:11.944 --> 00:18:14.629 Tapping those rising stars to
NOTE Confidence: 0.8579358

00:18:14.629 --> 00:18:16.930 lead strategic planning groups.
NOTE Confidence: 0.8579358

00:18:16.930 --> 00:18:20.398 And there were several overarching themes.

NOTE Confidence: 0.8579358

00:18:20.400 --> 00:18:23.440 One I would say was the desire to

NOTE Confidence: 0.8579358

00:18:23.440 --> 00:18:25.391 promote better collaboration across

NOTE Confidence: 0.8579358

00:18:25.391 --> 00:18:28.161 our basic science and clinical

NOTE Confidence: 0.8579358

00:18:28.161 --> 00:18:30.780 departments and to facilitate

NOTE Confidence: 0.8579358

00:18:30.780 --> 00:18:33.393 interdisciplinary research through

NOTE Confidence: 0.8579358

00:18:33.393 --> 00:18:36.006 large multidisciplinary grants.

NOTE Confidence: 0.8579358

00:18:36.010 --> 00:18:39.951 A second is a need for better

NOTE Confidence: 0.8579358

00:18:39.951 --> 00:18:42.392 resources supporting our researchers

NOTE Confidence: 0.8579358

00:18:42.392 --> 00:18:45.607 in terms of data science.

NOTE Confidence: 0.8579358

00:18:45.610 --> 00:18:47.820 And then a third was,

NOTE Confidence: 0.8579358

00:18:47.820 --> 00:18:48.600 I think,

NOTE Confidence: 0.8579358

00:18:48.600 --> 00:18:51.720 a desire to to coordinate better all of

NOTE Confidence: 0.8579358

00:18:51.809 --> 00:18:55.309 the work going on in HealthEquity research,

NOTE Confidence: 0.8579358

00:18:55.310 --> 00:18:56.786 and to that end,

NOTE Confidence: 0.8579358

00:18:56.786 --> 00:18:59.000 we appointed Marcella Nunez Smith as

NOTE Confidence: 0.8579358

00:18:59.073 --> 00:19:01.928 associate Dean for HealthEquity Research.

NOTE Confidence: 0.8516992

00:19:04.000 --> 00:19:06.130 I mentioned Keith Choate and Kisses

NOTE Confidence: 0.8516992

00:19:06.130 --> 00:19:08.607 has hit the ground running and

NOTE Confidence: 0.8516992

00:19:08.607 --> 00:19:10.579 establishing infrastructure to enhance

NOTE Confidence: 0.8516992

00:19:10.579 --> 00:19:13.350 the success of physician scientists.

NOTE Confidence: 0.8516992

00:19:13.350 --> 00:19:15.570 That will include some institutional

NOTE Confidence: 0.8516992

00:19:15.570 --> 00:19:17.346 awards for salary support,

NOTE Confidence: 0.8516992

00:19:17.350 --> 00:19:20.255 but also a lot of career development

NOTE Confidence: 0.8516992

00:19:20.255 --> 00:19:22.542 resources that will not be

NOTE Confidence: 0.8516992

00:19:22.542 --> 00:19:24.470 limited to physician scientists.

NOTE Confidence: 0.8516992

00:19:24.470 --> 00:19:27.710 But to all, such as a grants repository

NOTE Confidence: 0.8516992

00:19:27.710 --> 00:19:30.397 repository of successful grants and

NOTE Confidence: 0.8516992

00:19:30.397 --> 00:19:32.797 in career development networking.

NOTE Confidence: 0.8516992

00:19:32.800 --> 00:19:34.998 I mentioned this and we are developing

NOTE Confidence: 0.8516992

00:19:34.998 --> 00:19:37.583 an office that will support the

NOTE Confidence: 0.8516992

00:19:37.583 --> 00:19:39.691 administrative functions related to

NOTE Confidence: 0.8516992

00:19:39.691 --> 00:19:41.272 submitting multidisciplinary grants,

NOTE Confidence: 0.8516992

00:19:41.280 --> 00:19:45.756 but also provide pilot support and.

NOTE Confidence: 0.8516992

00:19:45.760 --> 00:19:50.326 And potentially studios and salons too.

NOTE Confidence: 0.8516992

00:19:50.330 --> 00:19:55.088 Help identify groups that can collaborate.

NOTE Confidence: 0.8516992

00:19:55.090 --> 00:19:56.962 We have work to do and this is I

NOTE Confidence: 0.8516992

00:19:56.962 --> 00:19:58.701 think not been adequately developed

NOTE Confidence: 0.8516992

00:19:58.701 --> 00:20:00.177 to improve the function.

NOTE Confidence: 0.8516992

00:20:00.180 --> 00:20:01.920 Our course and certainly our

NOTE Confidence: 0.8516992

00:20:01.920 --> 00:20:03.312 grant and regulatory support,

NOTE Confidence: 0.8516992

00:20:03.320 --> 00:20:06.104 and in that I include our contract ING,

NOTE Confidence: 0.8516992

00:20:06.110 --> 00:20:09.148 which is slow and cumbersome and Brian

NOTE Confidence: 0.8516992

00:20:09.148 --> 00:20:12.320 Smith is starting to engage in that work.

NOTE Confidence: 0.8516992

00:20:12.320 --> 00:20:14.546 I think we have an opportunity to

NOTE Confidence: 0.8516992

00:20:14.546 --> 00:20:17.160 do a better job of nominating our

NOTE Confidence: 0.8516992

00:20:17.160 --> 00:20:19.536 faculty for key honors and awards,

NOTE Confidence: 0.8516992

00:20:19.540 --> 00:20:21.350 and really sponsoring our faculty.
NOTE Confidence: 0.8607272

00:20:23.640 --> 00:20:26.304 We have done some work to increase the
NOTE Confidence: 0.8607272

00:20:26.304 --> 00:20:28.459 availability of endowed professorships.
NOTE Confidence: 0.8607272

00:20:28.460 --> 00:20:32.233 This includes making it possible to split
NOTE Confidence: 0.8607272

00:20:32.233 --> 00:20:35.238 an endowed professorship that has become.
NOTE Confidence: 0.8607272

00:20:35.240 --> 00:20:37.418 Very large and we have criteria
NOTE Confidence: 0.8607272

00:20:37.418 --> 00:20:40.864 for doing that and we are now for
NOTE Confidence: 0.8607272

00:20:40.864 --> 00:20:42.298 those appointed professorships.
NOTE Confidence: 0.8607272

00:20:42.300 --> 00:20:45.692 After 2020 those are appointed on a 10
NOTE Confidence: 0.8607272

00:20:45.692 --> 00:20:48.550 year renewable term and we expect that
NOTE Confidence: 0.8607272

00:20:48.550 --> 00:20:51.838 99.9% of those will be renewed each time,
NOTE Confidence: 0.8607272

00:20:51.840 --> 00:20:55.044 but it does give give us the ability to
NOTE Confidence: 0.8607272

00:20:55.044 --> 00:20:57.692 make professorships available if someone
NOTE Confidence: 0.8607272

00:20:57.692 --> 00:21:01.810 is it's not appropriate to renew somebody.
NOTE Confidence: 0.8607272

00:21:01.810 --> 00:21:05.374 And then work that we have not yet started.
NOTE Confidence: 0.8607272

00:21:05.380 --> 00:21:08.300 But I think we need to do soon is work

NOTE Confidence: 0.8607272

00:21:08.377 --> 00:21:11.548 on improving the quality of life and

NOTE Confidence: 0.8607272

00:21:11.548 --> 00:21:13.847 career development for our research

NOTE Confidence: 0.8607272

00:21:13.847 --> 00:21:16.857 track faculty who are often the platform

NOTE Confidence: 0.8607272

00:21:16.857 --> 00:21:19.280 in which our programs are built.

NOTE Confidence: 0.8607272

00:21:19.280 --> 00:21:21.800 And then we are probably about a year

NOTE Confidence: 0.8607272

00:21:21.800 --> 00:21:23.784 away from establishing a scientific

NOTE Confidence: 0.8607272

00:21:23.784 --> 00:21:26.787 Advisory Board that would help us work

NOTE Confidence: 0.8607272

00:21:26.854 --> 00:21:29.199 to diversify our funding portfolio,

NOTE Confidence: 0.8607272

00:21:29.200 --> 00:21:30.832 but also again, improve.

NOTE Confidence: 0.8607272

00:21:30.832 --> 00:21:32.872 Communication about the work here.

NOTE Confidence: 0.8607272

00:21:32.880 --> 00:21:34.824 So those are a few things and you

NOTE Confidence: 0.8607272

00:21:34.824 --> 00:21:36.360 know we've accomplished them,

NOTE Confidence: 0.8607272

00:21:36.360 --> 00:21:38.620 but we have a lot more to do and I

NOTE Confidence: 0.8607272

00:21:38.686 --> 00:21:40.870 just wanted to remind you of some

NOTE Confidence: 0.8607272

00:21:40.870 --> 00:21:42.740 of what we've talked about.

NOTE Confidence: 0.8607272

00:21:42.740 --> 00:21:44.714 And then I'm going to stop sharing
NOTE Confidence: 0.8607272

00:21:44.714 --> 00:21:46.799 and just open it up for questions.
NOTE Confidence: 0.8418625

00:21:58.900 --> 00:22:01.684 And I see Richard Belinski and I just
NOTE Confidence: 0.8418625

00:22:01.684 --> 00:22:04.775 want to give a shout out to Richard's.
NOTE Confidence: 0.8418625

00:22:04.780 --> 00:22:07.050 For all that he's done for medical
NOTE Confidence: 0.8418625

00:22:07.050 --> 00:22:09.078 education as we were talking about
NOTE Confidence: 0.8418625

00:22:09.078 --> 00:22:11.395 kudos and my gratitude for his work
NOTE Confidence: 0.8418625

00:22:11.395 --> 00:22:13.708 to break me in in the first year.
NOTE Confidence: 0.90461206

00:22:15.330 --> 00:22:17.540 Thanks Nancy, I appreciate that very much.
NOTE Confidence: 0.8364363

00:22:20.290 --> 00:22:21.630 John, I have a question.
NOTE Confidence: 0.6928406333333333

00:22:22.710 --> 00:22:24.780 Ken thank you
NOTE Confidence: 0.8147667

00:22:24.780 --> 00:22:27.240 so much for that. Quick overview.
NOTE Confidence: 0.8147667

00:22:27.240 --> 00:22:29.290 Rajita Sinha. We've talked before.
NOTE Confidence: 0.8147667

00:22:29.290 --> 00:22:32.160 I was really interested in your point
NOTE Confidence: 0.8147667

00:22:32.160 --> 00:22:35.030 about support for research and the data
NOTE Confidence: 0.8147667

00:22:35.030 --> 00:22:37.080 science piece that's in intriguing.

NOTE Confidence: 0.8147667

00:22:37.080 --> 00:22:38.424 And, as you know,

NOTE Confidence: 0.8147667

00:22:38.424 --> 00:22:41.511 so much of of both basic and clinical

NOTE Confidence: 0.8147667

00:22:41.511 --> 00:22:44.457 science is moving in that direction.

NOTE Confidence: 0.8147667

00:22:44.460 --> 00:22:46.510 Just thinking about the amount

NOTE Confidence: 0.8147667

00:22:46.510 --> 00:22:48.595 the portfolio in psychiatry for

NOTE Confidence: 0.8147667

00:22:48.595 --> 00:22:51.148 clinical research and we bring in

NOTE Confidence: 0.8147667

00:22:51.148 --> 00:22:53.133 somewhere such a big Department

NOTE Confidence: 0.8147667

00:22:53.133 --> 00:22:55.530 after medicine being the second one.

NOTE Confidence: 0.8147667

00:22:55.530 --> 00:22:56.266 And we.

NOTE Confidence: 0.8147667

00:22:56.266 --> 00:22:58.106 There's so much clinical research

NOTE Confidence: 0.8147667

00:22:58.106 --> 00:23:00.483 going on and wondering how an

NOTE Confidence: 0.8147667

00:23:00.483 --> 00:23:02.483 obviously in medicine as well.

NOTE Confidence: 0.8147667

00:23:02.490 --> 00:23:05.362 A lot of times when we start thinking

NOTE Confidence: 0.8147667

00:23:05.362 --> 00:23:07.368 about resources across the school,

NOTE Confidence: 0.8147667

00:23:07.370 --> 00:23:10.009 it's hard to sort of think about

NOTE Confidence: 0.8147667

00:23:10.009 --> 00:23:12.640 how those would get access to Nan.

NOTE Confidence: 0.8147667

00:23:12.640 --> 00:23:14.520 People who need it can.

NOTE Confidence: 0.8147667

00:23:14.520 --> 00:23:16.935 It can can access them and really

NOTE Confidence: 0.8147667

00:23:16.935 --> 00:23:18.650 get get some benefit,

NOTE Confidence: 0.8147667

00:23:18.650 --> 00:23:20.912 so was wondering if you could

NOTE Confidence: 0.8147667

00:23:20.912 --> 00:23:22.771 elaborate on that some more.

NOTE Confidence: 0.8147667

00:23:22.771 --> 00:23:24.937 I've been involved in Yci so

NOTE Confidence: 0.8147667

00:23:24.937 --> 00:23:26.929 I know that's a platform,

NOTE Confidence: 0.8147667

00:23:26.930 --> 00:23:27.908 but oftentimes the.

NOTE Confidence: 0.8147667

00:23:27.908 --> 00:23:30.190 Mid and senior folks who may be

NOTE Confidence: 0.8147667

00:23:30.261 --> 00:23:32.601 involved in larger grants that could

NOTE Confidence: 0.8147667

00:23:32.601 --> 00:23:34.887 benefit from those kinds of resources

NOTE Confidence: 0.8147667

00:23:34.887 --> 00:23:37.176 tend to not have access to those.

NOTE Confidence: 0.8843733

00:23:38.250 --> 00:23:41.642 Yeah, so my view of this is that

NOTE Confidence: 0.8843733

00:23:41.642 --> 00:23:45.514 we need to establish really a core

NOTE Confidence: 0.8843733

00:23:45.514 --> 00:23:49.516 function for data science in the same

NOTE Confidence: 0.8843733

00:23:49.516 --> 00:23:53.420 way that we do for basic science and.

NOTE Confidence: 0.8843733

00:23:53.420 --> 00:23:56.132 It's it can be done and it can

NOTE Confidence: 0.8843733

00:23:56.132 --> 00:23:58.418 be done well. You need to.

NOTE Confidence: 0.8856849

00:24:00.650 --> 00:24:02.440 Make sure that it's accessible

NOTE Confidence: 0.8856849

00:24:02.440 --> 00:24:04.230 to young investigators as well

NOTE Confidence: 0.8856849

00:24:04.297 --> 00:24:06.117 as senior senior investigators.

NOTE Confidence: 0.8856849

00:24:06.120 --> 00:24:09.790 There may need to be a hub and spoke kind of

NOTE Confidence: 0.8856849

00:24:09.790 --> 00:24:12.766 model where you have centralized resources,

NOTE Confidence: 0.8856849

00:24:12.770 --> 00:24:14.936 but you have expertise within individual

NOTE Confidence: 0.8856849

00:24:14.936 --> 00:24:16.871 departments that that then leverage

NOTE Confidence: 0.8856849

00:24:16.871 --> 00:24:19.026 those resources and help investigators.

NOTE Confidence: 0.8856849

00:24:19.030 --> 00:24:22.158 And there are two kinds of data science.

NOTE Confidence: 0.8856849

00:24:22.160 --> 00:24:25.292 I think the one we're talking about here is

NOTE Confidence: 0.8856849

00:24:25.292 --> 00:24:28.409 what I would call bio medical informatics,

NOTE Confidence: 0.8856849

00:24:28.410 --> 00:24:29.598 and you know,

NOTE Confidence: 0.8856849

00:24:29.598 --> 00:24:31.974 access to electronic health records and.
NOTE Confidence: 0.8856849

00:24:31.980 --> 00:24:35.130 Imaging in those kinds of things, but.
NOTE Confidence: 0.8856849

00:24:35.130 --> 00:24:37.746 The other, of course, is the omcs piece,
NOTE Confidence: 0.8856849

00:24:37.750 --> 00:24:41.180 and those are probably different cores and.
NOTE Confidence: 0.8856849

00:24:41.180 --> 00:24:43.371 And we will have to make investments
NOTE Confidence: 0.8856849

00:24:43.371 --> 00:24:46.290 and I think we have to support these
NOTE Confidence: 0.8856849

00:24:46.290 --> 00:24:47.790 things with endowment, frankly.
NOTE Confidence: 0.891621

00:25:02.560 --> 00:25:04.822 I just follow up since no
NOTE Confidence: 0.891621

00:25:04.822 --> 00:25:07.190 one else is saying anything.
NOTE Confidence: 0.891621

00:25:07.190 --> 00:25:09.210 I appreciate your recognition of
NOTE Confidence: 0.891621

00:25:09.210 --> 00:25:11.788 the the support for the clinical
NOTE Confidence: 0.891621

00:25:11.788 --> 00:25:14.650 studies and I'm wondering it is
NOTE Confidence: 0.891621

00:25:14.650 --> 00:25:16.892 complicated and wondering if you
NOTE Confidence: 0.891621

00:25:16.892 --> 00:25:19.475 anticipate there would be some sort of.
NOTE Confidence: 0.891621

00:25:19.480 --> 00:25:21.818 Planning committee or way to sort of
NOTE Confidence: 0.891621

00:25:21.818 --> 00:25:24.488 think about how really to structure that?

NOTE Confidence: 0.891621
00:25:24.490 --> 00:25:26.650 Or would it use existing structures
NOTE Confidence: 0.891621
00:25:26.650 --> 00:25:29.149 to come up with the best plan?
NOTE Confidence: 0.891621
00:25:29.150 --> 00:25:31.075 I really appreciate you're talking
NOTE Confidence: 0.891621
00:25:31.075 --> 00:25:33.662 about support for it 'cause so many
NOTE Confidence: 0.891621
00:25:33.662 --> 00:25:35.450 larger ones and things just don't
NOTE Confidence: 0.891621
00:25:35.450 --> 00:25:37.627 end up having their big enough
NOTE Confidence: 0.891621
00:25:37.627 --> 00:25:39.522 for getting the data collected.
NOTE Confidence: 0.891621
00:25:39.530 --> 00:25:41.552 They don't have the capacity to
NOTE Confidence: 0.891621
00:25:41.552 --> 00:25:43.470 support those kinds of aspects,
NOTE Confidence: 0.891621
00:25:43.470 --> 00:25:43.820 so
NOTE Confidence: 0.86583203
00:25:43.820 --> 00:25:45.610 you're talking about the multidisciplinary.
NOTE Confidence: 0.86583203
00:25:45.610 --> 00:25:48.116 Yeah which which may or may not
NOTE Confidence: 0.86583203
00:25:48.116 --> 00:25:51.709 be clinical, but. Yeah, so we.
NOTE Confidence: 0.82219857
00:25:53.770 --> 00:25:56.346 We have drafted and Captain who's doing
NOTE Confidence: 0.82219857
00:25:56.346 --> 00:25:59.426 this work with spores in the Cancer Center.
NOTE Confidence: 0.82219857

00:25:59.430 --> 00:26:02.055 He will not take the job permanently,
NOTE Confidence: 0.82219857

00:26:02.060 --> 00:26:05.066 but is helping us out, for example,
NOTE Confidence: 0.82219857

00:26:05.066 --> 00:26:08.414 with the grant we're submitting now.
NOTE Confidence: 0.82219857

00:26:08.420 --> 00:26:12.273 And. So these officers have to be able
NOTE Confidence: 0.82219857

00:26:12.273 --> 00:26:14.916 to do things like format, you know,
NOTE Confidence: 0.82219857

00:26:14.916 --> 00:26:16.708 the gazillion biosketches promptly
NOTE Confidence: 0.82219857

00:26:16.708 --> 00:26:19.578 and the things that are don't add
NOTE Confidence: 0.82219857

00:26:19.578 --> 00:26:21.930 to the quote science of the grant.
NOTE Confidence: 0.82219857

00:26:21.930 --> 00:26:25.759 The the other pieces that you've mentioned.
NOTE Confidence: 0.82219857

00:26:25.760 --> 00:26:28.480 Our besides the administrative
NOTE Confidence: 0.82219857

00:26:28.480 --> 00:26:33.306 support one is money and so we
NOTE Confidence: 0.82219857

00:26:33.306 --> 00:26:37.026 have budgeted for some pilots too.
NOTE Confidence: 0.82219857

00:26:37.030 --> 00:26:40.612 That would support specifically grants from
NOTE Confidence: 0.82219857

00:26:40.612 --> 00:26:44.710 investigators of different departments, and.
NOTE Confidence: 0.82219857

00:26:44.710 --> 00:26:47.598 But I think you also have to provide.
NOTE Confidence: 0.82219857

00:26:47.600 --> 00:26:50.528 Um? The.

NOTE Confidence: 0.82219857

00:26:50.528 --> 00:26:53.664 It would I would call the enter

NOTE Confidence: 0.82219857

00:26:53.664 --> 00:26:54.560 function right?

NOTE Confidence: 0.82219857

00:26:54.560 --> 00:26:56.793 How do you get people from different

NOTE Confidence: 0.82219857

00:26:56.793 --> 00:26:58.474 areas together to know what's

NOTE Confidence: 0.82219857

00:26:58.474 --> 00:27:00.466 even going on in the institution?

NOTE Confidence: 0.82219857

00:27:00.470 --> 00:27:01.734 And because we're siloed,

NOTE Confidence: 0.82219857

00:27:01.734 --> 00:27:04.032 I think we've probably all had the

NOTE Confidence: 0.82219857

00:27:04.032 --> 00:27:05.727 experience of being the visiting

NOTE Confidence: 0.82219857

00:27:05.727 --> 00:27:07.775 professor and being the vector from

NOTE Confidence: 0.82219857

00:27:07.775 --> 00:27:09.987 one group to another in an institution

NOTE Confidence: 0.82219857

00:27:09.987 --> 00:27:12.790 where they didn't know what each

NOTE Confidence: 0.82219857

00:27:12.790 --> 00:27:15.650 other you know was working on.

NOTE Confidence: 0.82219857

00:27:15.650 --> 00:27:17.690 So we've talked about putting together

NOTE Confidence: 0.82219857

00:27:17.690 --> 00:27:19.760 a studio system where an investigator

NOTE Confidence: 0.82219857

00:27:19.760 --> 00:27:21.698 could say I'm interested in this

NOTE Confidence: 0.82219857

00:27:21.698 --> 00:27:24.052 area and and actually one of the
NOTE Confidence: 0.82219857

00:27:24.052 --> 00:27:25.697 groups that's really interested in
NOTE Confidence: 0.82219857

00:27:25.700 --> 00:27:28.394 helping with this is the library
NOTE Confidence: 0.82219857

00:27:28.394 --> 00:27:30.673 because they love doing these
NOTE Confidence: 0.82219857

00:27:30.673 --> 00:27:33.480 kinds of searches and so a recent.
NOTE Confidence: 0.82219857

00:27:33.480 --> 00:27:34.860 Epiphany was that maybe they
NOTE Confidence: 0.82219857

00:27:34.860 --> 00:27:36.560 could help with this as well,
NOTE Confidence: 0.82219857

00:27:36.560 --> 00:27:38.359 and but then you can bring those
NOTE Confidence: 0.82219857

00:27:38.359 --> 00:27:40.477 people in a room together and say,
NOTE Confidence: 0.82219857

00:27:40.480 --> 00:27:42.160 OK, you know what's the hypothesis?
NOTE Confidence: 0.82219857

00:27:42.160 --> 00:27:43.852 What are the specific games and
NOTE Confidence: 0.82219857

00:27:43.852 --> 00:27:45.520 and who's who's who's not here?
NOTE Confidence: 0.82219857

00:27:45.520 --> 00:27:47.480 Who should be here and the other
NOTE Confidence: 0.82219857

00:27:47.480 --> 00:27:49.980 way to promote this is with the
NOTE Confidence: 0.82219857

00:27:49.980 --> 00:27:51.180 career development activities.
NOTE Confidence: 0.82219857

00:27:51.180 --> 00:27:53.660 The more young people we get in a

NOTE Confidence: 0.82219857

00:27:53.660 --> 00:27:55.939 room from different departments.

NOTE Confidence: 0.82219857

00:27:55.940 --> 00:27:58.439 Who are of the same cohort but

NOTE Confidence: 0.82219857

00:27:58.439 --> 00:27:59.510 in different Sciences?

NOTE Confidence: 0.82219857

00:27:59.510 --> 00:28:00.862 That better than networking

NOTE Confidence: 0.82219857

00:28:00.862 --> 00:28:02.890 happens and in my experience that

NOTE Confidence: 0.82219857

00:28:02.954 --> 00:28:04.510 then connects their mentors.

NOTE Confidence: 0.82219857

00:28:04.510 --> 00:28:07.142 They grow up and become senior faculty and

NOTE Confidence: 0.82219857

00:28:07.142 --> 00:28:09.508 it connects those those groups forever,

NOTE Confidence: 0.82219857

00:28:09.510 --> 00:28:11.925 and so I think that will also

NOTE Confidence: 0.82219857

00:28:11.925 --> 00:28:14.500 be a way of doing it, yeah.

NOTE Confidence: 0.81867

00:28:19.220 --> 00:28:21.460 Besides Jerry Centocor I I know,

NOTE Confidence: 0.81867

00:28:21.460 --> 00:28:22.948 along those lines there

NOTE Confidence: 0.81867

00:28:22.950 --> 00:28:25.190 was plans for the clinical trial,

NOTE Confidence: 0.81867

00:28:25.190 --> 00:28:27.049 Strategic Planning Committee and that

NOTE Confidence: 0.81867

00:28:27.050 --> 00:28:28.169 was started early

NOTE Confidence: 0.81867

00:28:28.170 --> 00:28:30.408 on. Is that still in process?
NOTE Confidence: 0.73073643

00:28:32.170 --> 00:28:36.710 So, um, the not sure.
NOTE Confidence: 0.73073643

00:28:36.710 --> 00:28:37.940 Which committee you're talking about,
NOTE Confidence: 0.73073643

00:28:37.940 --> 00:28:41.414 but I can tell you what we are doing.
NOTE Confidence: 0.73073643

00:28:41.420 --> 00:28:45.430 The. We're at this very exciting.
NOTE Confidence: 0.83826256

00:28:48.200 --> 00:28:49.728 Point in at Yale.
NOTE Confidence: 0.83826256

00:28:49.728 --> 00:28:51.256 In terms of neurosciences,
NOTE Confidence: 0.83826256

00:28:51.260 --> 00:28:54.050 there's we're about to have a
NOTE Confidence: 0.83826256

00:28:54.050 --> 00:28:56.546 neuroscience Institute that will be
NOTE Confidence: 0.83826256

00:28:56.546 --> 00:28:58.766 focused on cognitive neuroscience.
NOTE Confidence: 0.83826256

00:28:58.770 --> 00:29:02.970 We are building out space in 100 college.
NOTE Confidence: 0.83826256

00:29:02.970 --> 00:29:06.155 The hospital is looking at a tower
NOTE Confidence: 0.83826256

00:29:06.155 --> 00:29:08.795 that would be completed roughly
NOTE Confidence: 0.83826256

00:29:08.795 --> 00:29:12.323 in 2026 which will increase our
NOTE Confidence: 0.83826256

00:29:12.323 --> 00:29:14.621 capacity for clinical neuroscience
NOTE Confidence: 0.83826256

00:29:14.621 --> 00:29:18.717 and the one gap there I think is

NOTE Confidence: 0.83826256
00:29:18.720 --> 00:29:20.608 the clinical translational trials
NOTE Confidence: 0.83826256
00:29:20.608 --> 00:29:24.144 and so we have tapped a group
NOTE Confidence: 0.83826256
00:29:24.144 --> 00:29:26.596 including from this Department.
NOTE Confidence: 0.83826256
00:29:26.600 --> 00:29:29.376 Chris Pittinger an. Anne.
NOTE Confidence: 0.83826256
00:29:29.376 --> 00:29:31.458 But somebody from.
NOTE Confidence: 0.83826256
00:29:31.460 --> 00:29:34.910 Neurosurgery neurology.
NOTE Confidence: 0.83826256
00:29:34.910 --> 00:29:37.154 Etc to develop a strategic planning
NOTE Confidence: 0.83826256
00:29:37.154 --> 00:29:39.805 process to get all of the many
NOTE Confidence: 0.83826256
00:29:39.805 --> 00:29:41.605 stakeholders in the room and
NOTE Confidence: 0.83826256
00:29:41.605 --> 00:29:44.170 think about how do we develop
NOTE Confidence: 0.83826256
00:29:44.170 --> 00:29:45.938 that infrastructure to translate?
NOTE Confidence: 0.83826256
00:29:45.940 --> 00:29:47.890 Because I think that's that's
NOTE Confidence: 0.83826256
00:29:47.890 --> 00:29:51.059 the one gap in all of that other.
NOTE Confidence: 0.83826256
00:29:51.060 --> 00:29:54.978 And all of those other resources.
NOTE Confidence: 0.83826256
00:29:54.980 --> 00:29:55.380 And.
NOTE Confidence: 0.8134327

00:29:57.550 --> 00:29:58.695 It will be extraordinary if
NOTE Confidence: 0.8134327

00:29:58.695 --> 00:30:00.249 we can do this if we can.
NOTE Confidence: 0.8134327

00:30:00.250 --> 00:30:02.080 Take advantage of that and that
NOTE Confidence: 0.8134327

00:30:02.080 --> 00:30:03.300 will identify the resources
NOTE Confidence: 0.8134327

00:30:03.356 --> 00:30:04.970 that we need that are beyond
NOTE Confidence: 0.8134327

00:30:04.970 --> 00:30:06.409 what's available in the CTS A.
NOTE Confidence: 0.94827956

00:30:09.690 --> 00:30:10.260 Thanks.
NOTE Confidence: 0.7854674

00:30:14.970 --> 00:30:17.336 So this is as many petrakos from the
NOTE Confidence: 0.7854674

00:30:17.336 --> 00:30:19.708 VA just to switch gears a little bit.
NOTE Confidence: 0.7854674

00:30:19.710 --> 00:30:20.894 Speaking of being siloed,
NOTE Confidence: 0.7854674

00:30:20.894 --> 00:30:22.960 can you say a little bit about
NOTE Confidence: 0.7854674

00:30:22.960 --> 00:30:24.435 your vision? About the VA?
NOTE Confidence: 0.7854674

00:30:24.440 --> 00:30:26.807 You know we have a chief of staff
NOTE Confidence: 0.7854674

00:30:26.807 --> 00:30:28.589 turnover coming up and just just
NOTE Confidence: 0.7854674

00:30:28.590 --> 00:30:29.854 your thoughts about it,
NOTE Confidence: 0.7854674

00:30:29.854 --> 00:30:31.750 so my overall thought is that

NOTE Confidence: 0.7854674

00:30:31.811 --> 00:30:33.716 Villiers are very important too.

NOTE Confidence: 0.7854674

00:30:33.720 --> 00:30:36.124 Schools of medicine and.

NOTE Confidence: 0.7854674

00:30:36.124 --> 00:30:37.927 That were probably.

NOTE Confidence: 0.87909544

00:30:40.120 --> 00:30:40.996 Under collaborating,

NOTE Confidence: 0.87909544

00:30:40.996 --> 00:30:43.576 not so much in psychiatry, obviously,

NOTE Confidence: 0.87909544

00:30:43.576 --> 00:30:47.050 but in some other Department and that I am

NOTE Confidence: 0.87909544

00:30:47.128 --> 00:30:50.188 optimistic because I think the leadership,

NOTE Confidence: 0.87909544

00:30:50.190 --> 00:30:52.380 the current leadership as opposed

NOTE Confidence: 0.87909544

00:30:52.380 --> 00:30:54.132 perhaps to prior leadership,

NOTE Confidence: 0.87909544

00:30:54.140 --> 00:30:56.272 really values our partnership.

NOTE Confidence: 0.87909544

00:30:56.272 --> 00:30:59.970 And as I was very disappointed that

NOTE Confidence: 0.87909544

00:30:59.970 --> 00:31:02.840 that Mike is leaving 'cause I think

NOTE Confidence: 0.87909544

00:31:02.840 --> 00:31:06.027 he was a terrific chief of staff.

NOTE Confidence: 0.87909544

00:31:06.030 --> 00:31:08.711 But as example of how Al Montoya

NOTE Confidence: 0.87909544

00:31:08.711 --> 00:31:10.920 values are our partnership,

NOTE Confidence: 0.87909544

00:31:10.920 --> 00:31:13.584 if you look at the search
NOTE Confidence: 0.87909544

00:31:13.584 --> 00:31:15.360 committee for this position,
NOTE Confidence: 0.87909544

00:31:15.360 --> 00:31:17.709 it's really composed.
NOTE Confidence: 0.87909544

00:31:17.710 --> 00:31:20.518 Largely of Yale School of Medicine
NOTE Confidence: 0.87909544

00:31:20.518 --> 00:31:24.510 faculty who do a lot of work at the VA,
NOTE Confidence: 0.87909544

00:31:24.510 --> 00:31:28.080 and I have no doubt that the the person we
NOTE Confidence: 0.87909544

00:31:28.168 --> 00:31:31.738 tap will be committed to that partnership,
NOTE Confidence: 0.87909544

00:31:31.740 --> 00:31:35.140 and then we have things to think about,
NOTE Confidence: 0.87909544

00:31:35.140 --> 00:31:38.320 like space and.
NOTE Confidence: 0.87909544

00:31:38.320 --> 00:31:40.098 You know which is not optimal at
NOTE Confidence: 0.87909544

00:31:40.098 --> 00:31:42.378 the VA in terms of research basin,
NOTE Confidence: 0.87909544

00:31:42.380 --> 00:31:43.560 and whether there's opportunities
NOTE Confidence: 0.87909544

00:31:43.560 --> 00:31:45.330 you know West Campus is darn
NOTE Confidence: 0.87909544

00:31:45.377 --> 00:31:47.309 close to the VA and are there
NOTE Confidence: 0.87909544

00:31:47.309 --> 00:31:48.470 opportunities to collaborate there?
NOTE Confidence: 0.87909544

00:31:48.470 --> 00:31:51.080 But we have to get that leadership in place.

NOTE Confidence: 0.9040224

00:31:53.280 --> 00:31:54.210 Great, thank you.

NOTE Confidence: 0.8077027

00:31:58.330 --> 00:32:00.010 Thank you, Dean Brown.

NOTE Confidence: 0.8077027

00:32:00.010 --> 00:32:02.110 It's Diana for presenting I,

NOTE Confidence: 0.8077027

00:32:02.110 --> 00:32:05.470 you know you and I have talked before,

NOTE Confidence: 0.8077027

00:32:05.470 --> 00:32:09.250 but I think the weight of cobett 19 Ann.

NOTE Confidence: 0.8077027

00:32:09.250 --> 00:32:10.930 Just the the depth

NOTE Confidence: 0.8077027

00:32:10.930 --> 00:32:13.450 and breadth of anti black racism

NOTE Confidence: 0.8077027

00:32:13.450 --> 00:32:17.160 over the last year has. Um?

NOTE Confidence: 0.8226832

00:32:19.590 --> 00:32:20.820 Just fortify how

NOTE Confidence: 0.8226832

00:32:20.820 --> 00:32:23.268 difficult it is to be one

NOTE Confidence: 0.8226832

00:32:23.270 --> 00:32:24.500 of the only

NOTE Confidence: 0.8226832

00:32:24.500 --> 00:32:26.128 Zana, predominantly White Department,

NOTE Confidence: 0.8226832

00:32:26.130 --> 00:32:28.180 and I'm wondering like what

NOTE Confidence: 0.8226832

00:32:28.180 --> 00:32:29.410 are the strategic

NOTE Confidence: 0.8226832

00:32:29.410 --> 00:32:30.628 plans that you

NOTE Confidence: 0.8226832

00:32:30.630 --> 00:32:33.090 guys might be thinking of of
NOTE Confidence: 0.8226832

00:32:33.090 --> 00:32:35.130 how to retain URM faculty.
NOTE Confidence: 0.8226832

00:32:35.130 --> 00:32:36.770 I know you mentioned
NOTE Confidence: 0.8226832

00:32:36.770 --> 00:32:38.810 it but I'm thinking if
NOTE Confidence: 0.8226832

00:32:38.810 --> 00:32:40.040 there are actual
NOTE Confidence: 0.8226832

00:32:40.040 --> 00:32:45.330 like plan in place what is being done? Yeah.
NOTE Confidence: 0.8993379

00:32:45.330 --> 00:32:49.020 So there is a strategic plan and the grant
NOTE Confidence: 0.8993379

00:32:49.020 --> 00:32:52.485 that I mentioned that we're writing is.
NOTE Confidence: 0.8993379

00:32:52.490 --> 00:32:54.935 Is a newly released RFA
NOTE Confidence: 0.8993379

00:32:54.935 --> 00:32:57.380 from NIH for cluster hiring.
NOTE Confidence: 0.8993379

00:32:57.380 --> 00:33:04.289 But let me let me address. What I think.
NOTE Confidence: 0.8993379

00:33:04.290 --> 00:33:07.097 Where I think we should be focusing?
NOTE Confidence: 0.8993379

00:33:07.100 --> 00:33:09.739 So I mentioned the importance of retention
NOTE Confidence: 0.8993379

00:33:09.739 --> 00:33:11.940 an and mentorship and sponsorship.
NOTE Confidence: 0.8993379

00:33:11.940 --> 00:33:15.108 And when I say retention I mean something
NOTE Confidence: 0.8993379

00:33:15.108 --> 00:33:17.582 very different from how we traditionally

NOTE Confidence: 0.8993379

00:33:17.582 --> 00:33:22.240 have done it in medicine, which is.

NOTE Confidence: 0.8993379

00:33:22.240 --> 00:33:24.452 We tend to ignore junior faculty and

NOTE Confidence: 0.8993379

00:33:24.452 --> 00:33:26.613 then other people invite them to give

NOTE Confidence: 0.8993379

00:33:26.613 --> 00:33:28.690 talks and try to recruit them away,

NOTE Confidence: 0.8993379

00:33:28.690 --> 00:33:32.227 and then we wake up and realize that we

NOTE Confidence: 0.8993379

00:33:32.227 --> 00:33:35.579 need to invest in their programs and.

NOTE Confidence: 0.8993379

00:33:35.580 --> 00:33:41.058 And sometimes we lose them, and I think that.

NOTE Confidence: 0.8993379

00:33:41.060 --> 00:33:44.511 How I think we should be doing

NOTE Confidence: 0.8993379

00:33:44.511 --> 00:33:45.990 retention is by.

NOTE Confidence: 0.8993379

00:33:45.990 --> 00:33:48.485 Checking in early with our

NOTE Confidence: 0.8993379

00:33:48.485 --> 00:33:51.530 faculty and making sure that they.

NOTE Confidence: 0.8993379

00:33:51.530 --> 00:33:53.798 Have what they need and sometimes

NOTE Confidence: 0.8993379

00:33:53.798 --> 00:33:55.964 are younger faculty don't even know

NOTE Confidence: 0.8993379

00:33:55.964 --> 00:33:58.008 what they need and you need to.

NOTE Confidence: 0.8993379

00:33:58.010 --> 00:34:00.608 You need to help people figure

NOTE Confidence: 0.8993379

00:34:00.608 --> 00:34:03.310 that out it it includes.
NOTE Confidence: 0.8993379

00:34:03.310 --> 00:34:05.674 The type of sponsorship of sending
NOTE Confidence: 0.8993379

00:34:05.674 --> 00:34:07.714 people to national meetings and
NOTE Confidence: 0.8993379

00:34:07.714 --> 00:34:10.078 recommending them for things and not
NOTE Confidence: 0.8993379

00:34:10.078 --> 00:34:12.379 waiting until they've been invited by
NOTE Confidence: 0.8993379

00:34:12.379 --> 00:34:14.829 somebody else and you just notice that.
NOTE Confidence: 0.8993379

00:34:14.830 --> 00:34:16.024 That, gosh,
NOTE Confidence: 0.8993379

00:34:16.024 --> 00:34:19.606 I haven't been paying attention here.
NOTE Confidence: 0.8993379

00:34:19.610 --> 00:34:20.488 For example,
NOTE Confidence: 0.8993379

00:34:20.488 --> 00:34:24.000 there are some you know very simple things.
NOTE Confidence: 0.8993379

00:34:24.000 --> 00:34:25.752 Double AMC offers leadership
NOTE Confidence: 0.8993379

00:34:25.752 --> 00:34:27.504 development for minority faculty.
NOTE Confidence: 0.8993379

00:34:27.510 --> 00:34:29.710 It offers programs for women.
NOTE Confidence: 0.8993379

00:34:29.710 --> 00:34:32.776 We've been kind of passive about that.
NOTE Confidence: 0.8993379

00:34:32.780 --> 00:34:33.558 You know,
NOTE Confidence: 0.8993379

00:34:33.558 --> 00:34:36.281 we invite faculty to put their names

NOTE Confidence: 0.8993379

00:34:36.281 --> 00:34:39.370 in and we're doing that differently.

NOTE Confidence: 0.8993379

00:34:39.370 --> 00:34:41.975 Now we're we're asking or

NOTE Confidence: 0.8993379

00:34:41.975 --> 00:34:43.538 Department chairs too.

NOTE Confidence: 0.8993379

00:34:43.540 --> 00:34:43.900 Um,

NOTE Confidence: 0.8993379

00:34:43.900 --> 00:34:46.060 recommend people and put somebody forward,

NOTE Confidence: 0.8993379

00:34:46.060 --> 00:34:48.720 which is just a forcing function to

NOTE Confidence: 0.8993379

00:34:48.720 --> 00:34:51.335 make very busy people look at their

NOTE Confidence: 0.8993379

00:34:51.335 --> 00:34:54.182 team and say who who were my great

NOTE Confidence: 0.8993379

00:34:54.182 --> 00:34:56.854 people that I need to invest in and

NOTE Confidence: 0.8993379

00:34:56.860 --> 00:34:59.020 nominate that I want to develop.

NOTE Confidence: 0.8993379

00:34:59.020 --> 00:35:01.666 And so there are ways to promote

NOTE Confidence: 0.8993379

00:35:01.666 --> 00:35:03.699 that in everything that we do.

NOTE Confidence: 0.8993379

00:35:03.700 --> 00:35:05.899 There's there is.

NOTE Confidence: 0.8993379

00:35:05.900 --> 00:35:10.196 You know much fundamental work to be done.

NOTE Confidence: 0.8993379

00:35:10.200 --> 00:35:13.189 In terms of anti racism and education

NOTE Confidence: 0.8993379

00:35:13.189 --> 00:35:16.881 and then I would say in our searches
NOTE Confidence: 0.8993379

00:35:16.881 --> 00:35:19.858 we have for our leadership searches
NOTE Confidence: 0.8993379

00:35:19.858 --> 00:35:22.138 significantly changed our process
NOTE Confidence: 0.8993379

00:35:22.138 --> 00:35:25.507 to make sure that our search
NOTE Confidence: 0.8993379

00:35:25.507 --> 00:35:27.575 committees are truly representative
NOTE Confidence: 0.8993379

00:35:27.575 --> 00:35:31.398 and I think that has the impact of.
NOTE Confidence: 0.86803716

00:35:34.560 --> 00:35:37.128 In terms of our finalists and when you
NOTE Confidence: 0.86803716

00:35:37.128 --> 00:35:40.188 look at our finalists for the last couple
NOTE Confidence: 0.86803716

00:35:40.188 --> 00:35:42.590 of searches that we're engaged in,
NOTE Confidence: 0.86803716

00:35:42.590 --> 00:35:45.094 they are diverse and we those are the
NOTE Confidence: 0.86803716

00:35:45.094 --> 00:35:47.553 kinds of leading indicators you need to
NOTE Confidence: 0.86803716

00:35:47.553 --> 00:35:50.619 measure to get to the lagging indicator,
NOTE Confidence: 0.86803716

00:35:50.620 --> 00:35:52.080 which is increasing diversity
NOTE Confidence: 0.86803716

00:35:52.080 --> 00:35:53.175 among our leadership.
NOTE Confidence: 0.8588809

00:36:04.870 --> 00:36:06.740 Thanks for that. Is there a?
NOTE Confidence: 0.8588809

00:36:06.740 --> 00:36:08.600 Is there a like actual committee

NOTE Confidence: 0.8588809

00:36:08.600 --> 00:36:10.158 that's working on that or?

NOTE Confidence: 0.8556002

00:36:10.770 --> 00:36:11.718 On which on

NOTE Confidence: 0.8556002

00:36:11.720 --> 00:36:13.950 all of the things that you were

NOTE Confidence: 0.8556002

00:36:13.950 --> 00:36:15.544 talking about, like having the

NOTE Confidence: 0.8556002

00:36:15.544 --> 00:36:17.448 strategic plan like I, I'm I

NOTE Confidence: 0.8556002

00:36:17.450 --> 00:36:21.178 am aware of the. Cluster hire grant.

NOTE Confidence: 0.8330167

00:36:21.180 --> 00:36:22.104 Because anyway, that's

NOTE Confidence: 0.8330167

00:36:22.104 --> 00:36:23.644 something that I study and

NOTE Confidence: 0.8330167

00:36:23.650 --> 00:36:24.878 I know some people

NOTE Confidence: 0.8330167

00:36:24.880 --> 00:36:26.420 involved in that, but about

NOTE Confidence: 0.8330167

00:36:26.420 --> 00:36:27.648 the strategic plan around

NOTE Confidence: 0.8330167

00:36:27.650 --> 00:36:29.806 your IAM retention and all the different.

NOTE Confidence: 0.83915186

00:36:30.450 --> 00:36:32.426 Points you just talked about.

NOTE Confidence: 0.83915186

00:36:32.426 --> 00:36:35.590 If they're like, is it already in existence?

NOTE Confidence: 0.83915186

00:36:35.590 --> 00:36:37.170 Someone committee that's looking

NOTE Confidence: 0.83915186

00:36:37.170 --> 00:36:40.170 at there's there's there's a draft
NOTE Confidence: 0.83915186

00:36:40.170 --> 00:36:43.663 that's been presented now to lots of
NOTE Confidence: 0.83915186

00:36:43.663 --> 00:36:45.950 different groups. So for example.
NOTE Confidence: 0.80716056

00:36:49.110 --> 00:36:51.805 Starting with, you know the Executive Group,
NOTE Confidence: 0.80716056

00:36:51.810 --> 00:36:54.512 which is the chairs and and director
NOTE Confidence: 0.80716056

00:36:54.512 --> 00:36:56.958 center directors. Then you know,
NOTE Confidence: 0.80716056

00:36:56.958 --> 00:37:00.294 FAQ some of the student groups.
NOTE Confidence: 0.80716056

00:37:00.300 --> 00:37:02.057 More you know, it's the plan is
NOTE Confidence: 0.80716056

00:37:02.057 --> 00:37:04.199 to is to extensively bet that.
NOTE Confidence: 0.80716056

00:37:04.200 --> 00:37:06.600 But in terms of who's doing the work,
NOTE Confidence: 0.80716056

00:37:06.600 --> 00:37:09.300 the idea of this plan is that it's not.
NOTE Confidence: 0.8633211611111111

00:37:11.360 --> 00:37:15.023 We're not. Putting this work in a silo right,
NOTE Confidence: 0.8633211611111111

00:37:15.030 --> 00:37:17.060 this is work that we should be
NOTE Confidence: 0.8633211611111111

00:37:17.060 --> 00:37:18.809 doing in everything that you know.
NOTE Confidence: 0.8633211611111111

00:37:18.810 --> 00:37:19.974 It's not it doesn't.
NOTE Confidence: 0.8633211611111111

00:37:19.974 --> 00:37:21.720 It doesn't just belong in DI,

NOTE Confidence: 0.8633211611111111
00:37:21.720 --> 00:37:23.466 it's not owned by one group.
NOTE Confidence: 0.8633211611111111
00:37:23.470 --> 00:37:25.340 It's something that we all
NOTE Confidence: 0.8633211611111111
00:37:25.340 --> 00:37:27.530 need to be doing and so.
NOTE Confidence: 0.8633211611111111
00:37:27.530 --> 00:37:29.917 Some of the measurements will be done.
NOTE Confidence: 0.8633211611111111
00:37:29.920 --> 00:37:31.500 You know tracking things will
NOTE Confidence: 0.8633211611111111
00:37:31.500 --> 00:37:33.530 be done in the Deans office
NOTE Confidence: 0.8633211611111111
00:37:33.530 --> 00:37:35.050 are in Darren's office,
NOTE Confidence: 0.8633211611111111
00:37:35.050 --> 00:37:36.760 but this isn't something that
NOTE Confidence: 0.8633211611111111
00:37:36.760 --> 00:37:38.128 we delegate to others.
NOTE Confidence: 0.72590375
00:37:46.820 --> 00:37:48.430 I have a follow up
NOTE Confidence: 0.72590375
00:37:48.430 --> 00:37:50.360 question to that Jean Steiner at
NOTE Confidence: 0.72590375
00:37:50.360 --> 00:37:52.936 at CMAC, and it has to do with
NOTE Confidence: 0.72590375
00:37:52.940 --> 00:37:56.310 the Fetty funds and process. Um, you
NOTE Confidence: 0.8518234
00:37:56.310 --> 00:37:59.149 know the funds are are terrific and
NOTE Confidence: 0.8518234
00:37:59.150 --> 00:38:01.586 it's it's really helped us support
NOTE Confidence: 0.8518234

00:38:01.590 --> 00:38:02.808 some of our
NOTE Confidence: 0.8518234

00:38:02.810 --> 00:38:04.028 junior faculty. You
NOTE Confidence: 0.8518234

00:38:04.030 --> 00:38:06.460 are M and I think one
NOTE Confidence: 0.86529482

00:38:06.460 --> 00:38:08.900 of the. Challenges is
NOTE Confidence: 0.87876624

00:38:08.900 --> 00:38:11.379 that we can't submit an application
NOTE Confidence: 0.87876624

00:38:11.380 --> 00:38:13.848 until the search is completed and
NOTE Confidence: 0.87876624

00:38:13.850 --> 00:38:16.503 we have a signed offer letter.
NOTE Confidence: 0.87876624

00:38:16.503 --> 00:38:19.565 You know, and and use that to
NOTE Confidence: 0.87876624

00:38:19.565 --> 00:38:21.440 support the application and then
NOTE Confidence: 0.87876624

00:38:21.440 --> 00:38:24.066 there is of course a Ilagan time
NOTE Confidence: 0.87876624

00:38:24.066 --> 00:38:25.944 as it gets processed within
NOTE Confidence: 0.87876624

00:38:25.944 --> 00:38:27.440 medical school and University.
NOTE Confidence: 0.87876624

00:38:27.440 --> 00:38:29.112 To find out whether.
NOTE Confidence: 0.87876624

00:38:29.112 --> 00:38:30.784 We can use those
NOTE Confidence: 0.9135267

00:38:30.790 --> 00:38:32.062 funds or whether they're
NOTE Confidence: 0.9135267

00:38:32.062 --> 00:38:33.334 going to be available,

NOTE Confidence: 0.9135267

00:38:33.334 --> 00:38:36.458 which makes it a little complicated.

NOTE Confidence: 0.9135267

00:38:36.460 --> 00:38:38.810 As we initiate searches and and really

NOTE Confidence: 0.9135267

00:38:38.810 --> 00:38:41.155 do our best to recruit diverse faculty,

NOTE Confidence: 0.9135267

00:38:41.155 --> 00:38:43.160 I'm I'm just wondering what your

NOTE Confidence: 0.8663171

00:38:43.160 --> 00:38:47.520 thoughts might be. Yeah so.

NOTE Confidence: 0.8914919

00:38:47.520 --> 00:38:50.075 It is something we've been advocating for,

NOTE Confidence: 0.8914919

00:38:50.080 --> 00:38:55.570 I think, but but I would. Suggest that.

NOTE Confidence: 0.8914919

00:38:55.570 --> 00:38:59.488 Um? These are recruits that we should make.

NOTE Confidence: 0.8914919

00:38:59.490 --> 00:39:03.026 Um? Even you know whether

NOTE Confidence: 0.8914919

00:39:03.026 --> 00:39:04.880 or not we have fed funds,

NOTE Confidence: 0.8914919

00:39:04.880 --> 00:39:07.400 and so I view very funds as kind of

NOTE Confidence: 0.8914919

00:39:07.400 --> 00:39:10.130 you know it's it's great to get them,

NOTE Confidence: 0.8914919

00:39:10.130 --> 00:39:12.610 but we just need to do this work.

NOTE Confidence: 0.8914919

00:39:12.610 --> 00:39:15.382 And and if you view it from that perspective.

NOTE Confidence: 0.8996851

00:39:17.930 --> 00:39:20.184 It's it's a little bit less problematic

NOTE Confidence: 0.8996851

00:39:20.184 --> 00:39:22.480 that we get them after the fact.

NOTE Confidence: 0.9384602

00:39:24.920 --> 00:39:25.380 Thank you.

NOTE Confidence: 0.8332149

00:39:29.810 --> 00:39:32.084 There's a question in the chat

NOTE Confidence: 0.8332149

00:39:32.084 --> 00:39:34.303 clarity on plans for initiatives

NOTE Confidence: 0.8332149

00:39:34.303 --> 00:39:36.783 for recruitment support and

NOTE Confidence: 0.8332149

00:39:36.783 --> 00:39:39.263 advancement of clinician educators.

NOTE Confidence: 0.8332149

00:39:39.270 --> 00:39:42.405 So thank you that Jonathan

NOTE Confidence: 0.8332149

00:39:42.405 --> 00:39:46.310 and Sam have spent the last.

NOTE Confidence: 0.8332149

00:39:46.310 --> 00:39:48.146 I don't know a long time,

NOTE Confidence: 0.8332149

00:39:48.150 --> 00:39:49.854 six months or longer.

NOTE Confidence: 0.8332149

00:39:49.854 --> 00:39:51.984 Going around every Department learning

NOTE Confidence: 0.8332149

00:39:51.984 --> 00:39:54.339 about what resources currently exist

NOTE Confidence: 0.8332149

00:39:54.339 --> 00:39:56.669 and then developing resources Ann,

NOTE Confidence: 0.8332149

00:39:56.670 --> 00:40:00.318 and if again I would encourage you to.

NOTE Confidence: 0.8332149

00:40:00.320 --> 00:40:02.546 Look at the the web page.

NOTE Confidence: 0.8332149

00:40:02.550 --> 00:40:05.628 So even the simplest things of.

NOTE Confidence: 0.8332149

00:40:05.630 --> 00:40:07.778 Developing the chart and posting on

NOTE Confidence: 0.8332149

00:40:07.778 --> 00:40:10.771 the web page 4 what are the criteria

NOTE Confidence: 0.8332149

00:40:10.771 --> 00:40:13.580 for promotion in each of these tracks?

NOTE Confidence: 0.8332149

00:40:13.580 --> 00:40:15.070 Which it's hard to believe,

NOTE Confidence: 0.8332149

00:40:15.070 --> 00:40:16.846 but we didn't have that previously,

NOTE Confidence: 0.8332149

00:40:16.850 --> 00:40:20.198 so so it's out there now.

NOTE Confidence: 0.8332149

00:40:20.200 --> 00:40:23.315 Developing workshops on Mentor ship

NOTE Confidence: 0.8332149

00:40:23.315 --> 00:40:28.169 and on how to prepare your CV and your

NOTE Confidence: 0.8332149

00:40:28.169 --> 00:40:32.458 CV two and so one of the things that.

NOTE Confidence: 0.8332149

00:40:32.460 --> 00:40:36.316 I've learned over the years is that you.

NOTE Confidence: 0.8332149

00:40:36.320 --> 00:40:38.380 It's actually harder to centralise

NOTE Confidence: 0.8332149

00:40:38.380 --> 00:40:40.440 some of those things because

NOTE Confidence: 0.8332149

00:40:40.510 --> 00:40:41.950 of the very different.

NOTE Confidence: 0.8396011

00:40:45.230 --> 00:40:46.806 Profile of clinician educators.

NOTE Confidence: 0.8396011

00:40:46.806 --> 00:40:48.382 Depending on the Department

NOTE Confidence: 0.8396011

00:40:48.382 --> 00:40:50.220 and even the subspecialty.

NOTE Confidence: 0.8396011

00:40:50.220 --> 00:40:53.125 So, as an internist I use medicine.

NOTE Confidence: 0.8396011

00:40:53.130 --> 00:40:55.626 You, a clinician educator in oncology,

NOTE Confidence: 0.8396011

00:40:55.630 --> 00:40:57.290 looks very different from

NOTE Confidence: 0.8396011

00:40:57.290 --> 00:40:59.365 a clinician educator in ID.

NOTE Confidence: 0.8396011

00:40:59.370 --> 00:41:00.522 For example,

NOTE Confidence: 0.8396011

00:41:00.522 --> 00:41:04.554 in terms of the portfolio of there.

NOTE Confidence: 0.8396011

00:41:04.560 --> 00:41:06.040 Research or education the

NOTE Confidence: 0.8396011

00:41:06.040 --> 00:41:07.890 way they spend their time,

NOTE Confidence: 0.8396011

00:41:07.890 --> 00:41:11.220 and so you can't create one size fits all,

NOTE Confidence: 0.8396011

00:41:11.220 --> 00:41:13.740 but you can create modules and then

NOTE Confidence: 0.8396011

00:41:13.740 --> 00:41:15.572 partner with those departments or

NOTE Confidence: 0.8396011

00:41:15.572 --> 00:41:17.952 sections to offer them in a way

NOTE Confidence: 0.8396011

00:41:17.952 --> 00:41:20.100 that specific to their faculty.

NOTE Confidence: 0.8396011

00:41:20.100 --> 00:41:22.690 So that's the work that they're doing.

NOTE Confidence: 0.8031221

00:41:24.790 --> 00:41:28.048 To follow up on that point, my name

NOTE Confidence: 0.8031221

00:41:28.050 --> 00:41:30.080 flamingly at Yale, New Haven

NOTE Confidence: 0.8031221

00:41:30.080 --> 00:41:32.520 and you know I was just

NOTE Confidence: 0.8031221

00:41:32.520 --> 00:41:35.778 curious in terms of support for early career.

NOTE Confidence: 0.87121105

00:41:36.980 --> 00:41:38.700 You know clinical educators

NOTE Confidence: 0.87121105

00:41:38.700 --> 00:41:39.560 especially because

NOTE Confidence: 0.87121105

00:41:39.560 --> 00:41:43.000 you know a lot of the challenges are

NOTE Confidence: 0.87121105

00:41:43.000 --> 00:41:45.580 around balancing time and then being

NOTE Confidence: 0.87121105

00:41:45.580 --> 00:41:48.590 able to do work on education. In

NOTE Confidence: 0.87121105

00:41:48.590 --> 00:41:50.950 addition to doing, you know.

NOTE Confidence: 0.87121105

00:41:50.950 --> 00:41:52.786 All of your clinical work,

NOTE Confidence: 0.87121105

00:41:52.786 --> 00:41:54.618 so I'm curious about whether

NOTE Confidence: 0.87121105

00:41:54.618 --> 00:41:56.814 or not there is small funding

NOTE Confidence: 0.87121105

00:41:56.820 --> 00:41:58.656 mechanisms to help with preserving

NOTE Confidence: 0.87121105

00:41:58.656 --> 00:42:00.486 sometime for the junior faculty.

NOTE Confidence: 0.87121105

00:42:00.490 --> 00:42:02.686 I mean, I'm already noticing some

NOTE Confidence: 0.87121105

00:42:02.690 --> 00:42:04.532 of my colleagues leave because

NOTE Confidence: 0.87121105

00:42:04.532 --> 00:42:07.094 of that and not having as much

NOTE Confidence: 0.87121105

00:42:07.094 --> 00:42:09.300 protected time to work on education,

NOTE Confidence: 0.87121105

00:42:09.300 --> 00:42:11.868 so I'm just curious about that piece

NOTE Confidence: 0.87121105

00:42:11.868 --> 00:42:14.440 and sort of small grants that can

NOTE Confidence: 0.87121105

00:42:14.440 --> 00:42:15.540 support educational initiatives

NOTE Confidence: 0.87121105

00:42:15.540 --> 00:42:17.374 that aren't necessarily funded by

NOTE Confidence: 0.87121105

00:42:17.374 --> 00:42:20.960 the NIH or an IMAJ grants, sure.

NOTE Confidence: 0.819452941666667

00:42:20.960 --> 00:42:24.788 Um? So couple things one is.

NOTE Confidence: 0.8817807

00:42:26.830 --> 00:42:29.622 I think it's one of the things we

NOTE Confidence: 0.8817807

00:42:29.622 --> 00:42:32.635 did when we revised our guidelines

NOTE Confidence: 0.8817807

00:42:32.635 --> 00:42:35.420 for the Department and compensation

NOTE Confidence: 0.8817807

00:42:35.420 --> 00:42:38.308 plans is state specifically what?

NOTE Confidence: 0.8817807

00:42:38.310 --> 00:42:40.766 R. Expectations were around

NOTE Confidence: 0.8817807

00:42:40.766 --> 00:42:42.608 distribution of effort.

NOTE Confidence: 0.8817807

00:42:42.610 --> 00:42:44.498 You know, I think.

NOTE Confidence: 0.902417

00:42:47.270 --> 00:42:49.556 Faculty are disappointed if there's a.

NOTE Confidence: 0.902417

00:42:49.560 --> 00:42:51.888 If there's a difference in expectation

NOTE Confidence: 0.902417

00:42:51.888 --> 00:42:54.122 between the chair and the faculty

NOTE Confidence: 0.902417

00:42:54.122 --> 00:42:56.554 member in terms of how much time is

NOTE Confidence: 0.902417

00:42:56.626 --> 00:42:58.698 spent on educational activities,

NOTE Confidence: 0.902417

00:42:58.700 --> 00:43:03.190 for example so. That is one thing and.

NOTE Confidence: 0.86172336

00:43:09.700 --> 00:43:12.652 And I haven't. I studied the Department

NOTE Confidence: 0.86172336

00:43:12.652 --> 00:43:14.360 of Psychiatry Compensation Plan

NOTE Confidence: 0.86172336

00:43:14.429 --> 00:43:16.746 to look at what's you know what's

NOTE Confidence: 0.86172336

00:43:16.746 --> 00:43:18.960 protected in terms of education time?

NOTE Confidence: 0.86172336

00:43:18.960 --> 00:43:21.616 One of the things in terms of Central

NOTE Confidence: 0.86172336

00:43:21.616 --> 00:43:24.372 E for education rolls, the conversation

NOTE Confidence: 0.86172336

00:43:24.372 --> 00:43:27.460 that Jessica and Richard and I have had,

NOTE Confidence: 0.86172336

00:43:27.460 --> 00:43:34.588 is the notion that. We should. Um?

NOTE Confidence: 0.86172336

00:43:34.590 --> 00:43:36.768 Be pretty specific about effort requirements

NOTE Confidence: 0.86172336

00:43:36.768 --> 00:43:39.438 for those major roles in medical education,

NOTE Confidence: 0.86172336

00:43:39.440 --> 00:43:42.044 and we've done that with some things,

NOTE Confidence: 0.86172336

00:43:42.050 --> 00:43:43.906 course directors and others.

NOTE Confidence: 0.86172336

00:43:43.906 --> 00:43:47.282 But we should do that with clerkships

NOTE Confidence: 0.86172336

00:43:47.282 --> 00:43:50.318 and tie effort to those things.

NOTE Confidence: 0.86172336

00:43:50.320 --> 00:43:52.030 So that's something that we

NOTE Confidence: 0.86172336

00:43:52.030 --> 00:43:53.903 will work on doing. Um?

NOTE Confidence: 0.86172336

00:43:53.903 --> 00:43:56.418 An with respect to grants.

NOTE Confidence: 0.88880086

00:43:58.670 --> 00:43:59.614 My understanding was that

NOTE Confidence: 0.88880086

00:43:59.614 --> 00:44:00.794 there were some through TLC,

NOTE Confidence: 0.88880086

00:44:00.800 --> 00:44:02.459 but I may be wrong about that.

NOTE Confidence: 0.88880086

00:44:02.460 --> 00:44:03.792 And Richard, I should just shut

NOTE Confidence: 0.88880086

00:44:03.792 --> 00:44:05.310 up and let you answer this.

NOTE Confidence: 0.9073487

00:44:08.590 --> 00:44:09.820 No, that's right,

NOTE Confidence: 0.9073487

00:44:09.820 --> 00:44:11.460 there are limited grants

NOTE Confidence: 0.9073487

00:44:11.460 --> 00:44:13.920 available for these kinds of things,

NOTE Confidence: 0.9073487

00:44:13.920 --> 00:44:16.670 But the teaching and Learning Center can

NOTE Confidence: 0.9073487

00:44:16.670 --> 00:44:18.600 be available for consultation around

NOTE Confidence: 0.9073487

00:44:18.663 --> 00:44:20.379 educational scholarship and looking

NOTE Confidence: 0.9073487

00:44:20.379 --> 00:44:22.524 for those kinds of opportunities.

NOTE Confidence: 0.8193336

00:44:30.690 --> 00:44:32.126 Nancy, it's Chris Pittenger.

NOTE Confidence: 0.8193336

00:44:32.126 --> 00:44:34.840 Thank you for being here this morning.

NOTE Confidence: 0.8193336

00:44:34.840 --> 00:44:36.156 And for the overview,

NOTE Confidence: 0.8193336

00:44:36.156 --> 00:44:38.641 you focused on initiative to develop clinical

NOTE Confidence: 0.8193336

00:44:38.641 --> 00:44:40.866 clinician scientists in their careers.

NOTE Confidence: 0.8193336

00:44:40.870 --> 00:44:42.634 And that's an area that this

NOTE Confidence: 0.8193336

00:44:42.634 --> 00:44:44.780 Department has a long and rather

NOTE Confidence: 0.8193336

00:44:44.780 --> 00:44:47.045 successful history in bringing up

NOTE Confidence: 0.8193336

00:44:47.045 --> 00:44:48.404 clinician scientists internally.

NOTE Confidence: 0.8193336

00:44:48.410 --> 00:44:51.426 But I wonder if you could speak it.

NOTE Confidence: 0.8193336

00:44:51.430 --> 00:44:53.686 It's hard because of you know,

NOTE Confidence: 0.8193336

00:44:53.690 --> 00:44:55.750 the complicated role that successful
NOTE Confidence: 0.8193336

00:44:55.750 --> 00:44:58.216 clinician scientists fill and the multiple
NOTE Confidence: 0.8193336

00:44:58.216 --> 00:45:00.589 sort of failure points where we lose.
NOTE Confidence: 0.8193336

00:45:00.590 --> 00:45:03.595 People. From that pipeline,
NOTE Confidence: 0.8193336

00:45:03.595 --> 00:45:04.970 both during training and during
NOTE Confidence: 0.8193336

00:45:04.970 --> 00:45:06.250 the early faculty period,
NOTE Confidence: 0.8193336

00:45:06.250 --> 00:45:08.035 I wonder if you could speak a
NOTE Confidence: 0.8193336

00:45:08.035 --> 00:45:09.838 little more to how you envision
NOTE Confidence: 0.8193336

00:45:09.838 --> 00:45:11.468 trying to bolster that yeah,
NOTE Confidence: 0.8193336

00:45:11.470 --> 00:45:12.050 development process.
NOTE Confidence: 0.8338762

00:45:12.880 --> 00:45:15.550 Um, so, as I mentioned,
NOTE Confidence: 0.8338762

00:45:15.550 --> 00:45:19.420 11 aspect of this is.
NOTE Confidence: 0.8338762

00:45:19.420 --> 00:45:21.940 Is providing some internal funding
NOTE Confidence: 0.8338762

00:45:21.940 --> 00:45:24.970 for the transition from T to K.
NOTE Confidence: 0.8338762

00:45:24.970 --> 00:45:29.275 As it were. On a competitive basis and
NOTE Confidence: 0.8338762

00:45:29.275 --> 00:45:31.749 there won't be a lot of positions,

NOTE Confidence: 0.8338762

00:45:31.750 --> 00:45:34.590 but it it has, it serves the function

NOTE Confidence: 0.8338762

00:45:34.590 --> 00:45:36.666 of making department's decide who

NOTE Confidence: 0.8338762

00:45:36.666 --> 00:45:40.135 they want to invest in because to get

NOTE Confidence: 0.8338762

00:45:40.135 --> 00:45:42.774 that funding you have to commit and.

NOTE Confidence: 0.8338762

00:45:42.780 --> 00:45:44.555 It also allows for better

NOTE Confidence: 0.8338762

00:45:44.555 --> 00:45:46.330 coordination of the various career

NOTE Confidence: 0.8338762

00:45:46.392 --> 00:45:47.740 development programs that already

NOTE Confidence: 0.8338762

00:45:47.740 --> 00:45:50.300 exist and and so if you do that,

NOTE Confidence: 0.8338762

00:45:50.300 --> 00:45:52.010 you can you can create.

NOTE Confidence: 0.8679076

00:45:54.230 --> 00:45:55.846 A collection of funding

NOTE Confidence: 0.8679076

00:45:55.846 --> 00:45:57.058 mechanisms and obviously,

NOTE Confidence: 0.8679076

00:45:57.060 --> 00:45:59.010 ultimately the Department has to

NOTE Confidence: 0.8679076

00:45:59.010 --> 00:46:01.500 say I'm investing in this person,

NOTE Confidence: 0.8679076

00:46:01.500 --> 00:46:03.930 but the other piece of it,

NOTE Confidence: 0.8679076

00:46:03.930 --> 00:46:06.891 and the reason for appointing a Keith

NOTE Confidence: 0.8679076

00:46:06.891 --> 00:46:09.990 Choate is is the idea of having some
NOTE Confidence: 0.8679076

00:46:09.990 --> 00:46:12.400 oversight of mentorship and having
NOTE Confidence: 0.8679076

00:46:12.400 --> 00:46:14.810 someone who is meeting regularly.
NOTE Confidence: 0.8679076

00:46:14.810 --> 00:46:18.338 With our junior faculty who have K awards,
NOTE Confidence: 0.8679076

00:46:18.340 --> 00:46:20.545 for example, where we've said
NOTE Confidence: 0.8679076

00:46:20.545 --> 00:46:22.584 they have 75% protected time,
NOTE Confidence: 0.8679076

00:46:22.584 --> 00:46:25.083 or if you know for some of
NOTE Confidence: 0.8679076

00:46:25.083 --> 00:46:27.160 the surgical specialties,
NOTE Confidence: 0.8679076

00:46:27.160 --> 00:46:30.250 now 50% protected time and
NOTE Confidence: 0.8679076

00:46:30.250 --> 00:46:32.722 ensuring that they do.
NOTE Confidence: 0.8679076

00:46:32.730 --> 00:46:35.300 And.
NOTE Confidence: 0.8679076

00:46:35.300 --> 00:46:39.444 That that role can can really identify
NOTE Confidence: 0.8679076

00:46:39.444 --> 00:46:43.263 areas where their problems and mentors
NOTE Confidence: 0.8679076

00:46:43.263 --> 00:46:47.778 were their problems and and then giving.
NOTE Confidence: 0.8679076

00:46:47.780 --> 00:46:49.976 Faculty the tools to protect their
NOTE Confidence: 0.8679076

00:46:49.976 --> 00:46:53.155 own time at one of the things that

NOTE Confidence: 0.8679076

00:46:53.155 --> 00:46:55.205 happens quite frequently as a

NOTE Confidence: 0.8679076

00:46:55.205 --> 00:46:57.735 faculty member may not be in clinic.

NOTE Confidence: 0.8679076

00:46:57.740 --> 00:47:02.258 But may have trouble.

NOTE Confidence: 0.8679076

00:47:02.260 --> 00:47:03.830 Not doing certain activities because

NOTE Confidence: 0.8679076

00:47:03.830 --> 00:47:05.086 they're comfortable, you know.

NOTE Confidence: 0.8679076

00:47:05.086 --> 00:47:06.338 I mean, we are.

NOTE Confidence: 0.8679076

00:47:06.340 --> 00:47:08.797 We all know how to take care of patients

NOTE Confidence: 0.8679076

00:47:08.797 --> 00:47:11.046 or patient calls and our partner,

NOTE Confidence: 0.8679076

00:47:11.050 --> 00:47:13.248 who's on call could take that call.

NOTE Confidence: 0.8679076

00:47:13.250 --> 00:47:14.189 But we do.

NOTE Confidence: 0.8679076

00:47:14.189 --> 00:47:15.128 And you know,

NOTE Confidence: 0.8679076

00:47:15.130 --> 00:47:17.020 so helping people figure out how

NOTE Confidence: 0.8679076

00:47:17.020 --> 00:47:19.275 they want to spend their time in

NOTE Confidence: 0.8679076

00:47:19.275 --> 00:47:21.129 an intentional way so that when

NOTE Confidence: 0.8679076

00:47:21.129 --> 00:47:23.299 they are five years down the road,

NOTE Confidence: 0.8679076

00:47:23.300 --> 00:47:25.340 they have become what they
NOTE Confidence: 0.8679076

00:47:25.340 --> 00:47:27.380 thought they were becoming and.
NOTE Confidence: 0.8679076

00:47:27.380 --> 00:47:30.068 Whatever that is, there's not a right answer,
NOTE Confidence: 0.8679076

00:47:30.070 --> 00:47:33.350 but that it's intentional, so.
NOTE Confidence: 0.8679076

00:47:33.350 --> 00:47:35.040 And then, as I mentioned,
NOTE Confidence: 0.8679076

00:47:35.040 --> 00:47:37.808 resources to help people.
NOTE Confidence: 0.8679076

00:47:37.810 --> 00:47:41.158 Submit better grants.
NOTE Confidence: 0.8679076

00:47:41.160 --> 00:47:42.099 Offer support through.
NOTE Confidence: 0.8679076

00:47:42.099 --> 00:47:44.290 There are many gaps in funding that
NOTE Confidence: 0.8679076

00:47:44.346 --> 00:47:46.018 happened along that trajectory.
NOTE Confidence: 0.8679076

00:47:46.020 --> 00:47:47.750 We've addressed the first gap,
NOTE Confidence: 0.8679076

00:47:47.750 --> 00:47:50.179 which is getting you to the K.
NOTE Confidence: 0.8679076

00:47:50.180 --> 00:47:51.920 We can increase our kata.
NOTE Confidence: 0.8679076

00:47:51.920 --> 00:47:53.304 Our conversion through these
NOTE Confidence: 0.8679076

00:47:53.304 --> 00:47:55.034 things that I'm talking about,
NOTE Confidence: 0.8679076

00:47:55.040 --> 00:47:57.140 but you're still going to have

NOTE Confidence: 0.8679076

00:47:57.140 --> 00:47:59.200 some gaps and but you can.

NOTE Confidence: 0.8679076

00:47:59.200 --> 00:48:00.865 You know that that oversight

NOTE Confidence: 0.8679076

00:48:00.865 --> 00:48:02.530 of mentorship ensures that the

NOTE Confidence: 0.8679076

00:48:02.591 --> 00:48:04.059 mentor and trainee happen.

NOTE Confidence: 0.8679076

00:48:04.060 --> 00:48:05.554 Young faculty member.

NOTE Confidence: 0.8679076

00:48:05.554 --> 00:48:06.550 Haven't lost.

NOTE Confidence: 0.8679076

00:48:06.550 --> 00:48:09.076 Lost sight of the timeline, you know?

NOTE Confidence: 0.8679076

00:48:09.076 --> 00:48:12.037 I mean, how many times does a?

NOTE Confidence: 0.8679076

00:48:12.040 --> 00:48:12.865 The best mentor,

NOTE Confidence: 0.8679076

00:48:12.865 --> 00:48:13.965 say Oh my God,

NOTE Confidence: 0.8679076

00:48:13.970 --> 00:48:15.468 you're in your 4th year of your

NOTE Confidence: 0.8679076

00:48:15.468 --> 00:48:17.066 K and we haven't started thinking

NOTE Confidence: 0.8679076

00:48:17.066 --> 00:48:19.166 about your are you know and and

NOTE Confidence: 0.8679076

00:48:19.220 --> 00:48:21.020 just having those things be a

NOTE Confidence: 0.8679076

00:48:21.020 --> 00:48:22.476 little more systemized can help

NOTE Confidence: 0.8679076

00:48:22.476 --> 00:48:24.012 people it it's it's so mundane
NOTE Confidence: 0.8679076

00:48:24.012 --> 00:48:25.790 and yet it works quite well.
NOTE Confidence: 0.8709622

00:48:30.700 --> 00:48:33.628 Tim Brown this is Mike Norco.
NOTE Confidence: 0.8709622

00:48:33.630 --> 00:48:37.046 I wanted to ask you about the
NOTE Confidence: 0.8709622

00:48:37.046 --> 00:48:39.972 changes that are going to occur
NOTE Confidence: 0.8709622

00:48:39.972 --> 00:48:42.414 to the triennial leave process.
NOTE Confidence: 0.8709622

00:48:42.414 --> 00:48:43.875 Understand that for
NOTE Confidence: 0.8709622

00:48:43.875 --> 00:48:45.851 starting next academic year,
NOTE Confidence: 0.8709622

00:48:45.851 --> 00:48:48.406 our faculty will likely experience
NOTE Confidence: 0.8709622

00:48:48.406 --> 00:48:49.939 substantially reduced time
NOTE Confidence: 0.8709622

00:48:49.939 --> 00:48:51.680 availability and I'm worried
NOTE Confidence: 0.8709622

00:48:51.680 --> 00:48:54.126 that this will limit people's
NOTE Confidence: 0.8709622

00:48:54.126 --> 00:48:56.080 abilities to enhance experiences
NOTE Confidence: 0.8709622

00:48:56.080 --> 00:48:59.489 as well as to maintain or expand
NOTE Confidence: 0.8709622

00:48:59.489 --> 00:49:01.210 their scholarly activities.
NOTE Confidence: 0.8709622

00:49:01.210 --> 00:49:02.320 And this will

NOTE Confidence: 0.9082855

00:49:02.320 --> 00:49:04.528 be particularly important for people who

NOTE Confidence: 0.9082855

00:49:04.528 --> 00:49:06.376 are working toward academic promotion.

NOTE Confidence: 0.9082855

00:49:06.376 --> 00:49:08.960 Could you please explain the changes in

NOTE Confidence: 0.9082855

00:49:08.960 --> 00:49:12.430 the reasons that they're being made? Yeah,

NOTE Confidence: 0.87107885

00:49:12.430 --> 00:49:15.200 there shouldn't be any changes.

NOTE Confidence: 0.87107885

00:49:15.200 --> 00:49:19.796 There were changes, so there's a.

NOTE Confidence: 0.87107885

00:49:19.800 --> 00:49:22.760 A residual funds that have just sat in

NOTE Confidence: 0.87107885

00:49:22.760 --> 00:49:25.324 department's but not been able to be

NOTE Confidence: 0.87107885

00:49:25.324 --> 00:49:27.550 touched by department's for many years.

NOTE Confidence: 0.87107885

00:49:27.550 --> 00:49:33.038 And we centralized those in the summer.

NOTE Confidence: 0.87107885

00:49:33.040 --> 00:49:36.190 But the until forever departments

NOTE Confidence: 0.87107885

00:49:36.190 --> 00:49:40.025 have funded triennial's out of the

NOTE Confidence: 0.87107885

00:49:40.025 --> 00:49:43.487 annual funds that come through taxes.

NOTE Confidence: 0.87107885

00:49:43.490 --> 00:49:46.914 And this year we have more than we

NOTE Confidence: 0.87107885

00:49:46.914 --> 00:49:50.780 predicted an increase in the request for

NOTE Confidence: 0.87107885

00:49:50.780 --> 00:49:54.350 triennial's and sabbaticals based on our
NOTE Confidence: 0.87107885

00:49:54.350 --> 00:49:57.710 modeling of what happened during Covid.
NOTE Confidence: 0.87107885

00:49:57.710 --> 00:50:00.400 But we think we're hearing.
NOTE Confidence: 0.87107885

00:50:00.400 --> 00:50:01.985 Some department's that it may
NOTE Confidence: 0.87107885

00:50:01.985 --> 00:50:03.570 be even higher than that,
NOTE Confidence: 0.87107885

00:50:03.570 --> 00:50:06.118 and so the concern that some Department
NOTE Confidence: 0.87107885

00:50:06.118 --> 00:50:08.710 have had is that they will have.
NOTE Confidence: 0.87107885

00:50:08.710 --> 00:50:12.784 A shortfall and what I have said
NOTE Confidence: 0.87107885

00:50:12.784 --> 00:50:15.659 to Department's is track that
NOTE Confidence: 0.87107885

00:50:15.659 --> 00:50:18.184 let us know look at.
NOTE Confidence: 0.87107885

00:50:18.190 --> 00:50:19.875 Eligibility look at your need
NOTE Confidence: 0.87107885

00:50:19.875 --> 00:50:21.223 to cover clinical practice,
NOTE Confidence: 0.87107885

00:50:21.230 --> 00:50:24.956 which is always part of the.
NOTE Confidence: 0.87107885

00:50:24.960 --> 00:50:26.948 Always part of the decision-making look to
NOTE Confidence: 0.87107885

00:50:26.948 --> 00:50:29.197 make sure that people have adequate plans,
NOTE Confidence: 0.87107885

00:50:29.200 --> 00:50:31.314 but then if you have a shortfall,

NOTE Confidence: 0.87107885

00:50:31.320 --> 00:50:32.416 will work with you.

NOTE Confidence: 0.87107885

00:50:32.416 --> 00:50:34.810 So we think there's a one time pressure

NOTE Confidence: 0.87107885

00:50:34.810 --> 00:50:36.856 on trying isn't sabbaticals and we

NOTE Confidence: 0.87107885

00:50:36.856 --> 00:50:39.498 will do what we need to help with that,

NOTE Confidence: 0.87107885

00:50:39.500 --> 00:50:40.367 but we don't.

NOTE Confidence: 0.87107885

00:50:40.367 --> 00:50:41.812 There's there's not been any

NOTE Confidence: 0.87107885

00:50:41.812 --> 00:50:42.840 change to policy.

NOTE Confidence: 0.90767103

00:50:54.380 --> 00:50:56.068 There's a question in the

NOTE Confidence: 0.90767103

00:50:56.068 --> 00:50:57.416 chat from Matthew Goldenberg.

NOTE Confidence: 0.93253404

00:51:00.610 --> 00:51:04.930 I think we got that one. Sorry it's OK.

NOTE Confidence: 0.7895459

00:51:19.850 --> 00:51:21.754 Hi, this is Elise. I have a

NOTE Confidence: 0.7895459

00:51:21.760 --> 00:51:24.510 question about. I appreciate

NOTE Confidence: 0.90427256

00:51:24.510 --> 00:51:28.216 all the the plans to make it more clear

NOTE Confidence: 0.90427256

00:51:28.216 --> 00:51:30.231 and transparent what the requirements

NOTE Confidence: 0.90427256

00:51:30.231 --> 00:51:32.790 are for promotion and different tracks,

NOTE Confidence: 0.90427256

00:51:32.790 --> 00:51:36.269 and I guess this is more of
NOTE Confidence: 0.90427256

00:51:36.269 --> 00:51:39.459 as a question comment like.
NOTE Confidence: 0.90427256

00:51:39.460 --> 00:51:42.780 I recommend you consider including
NOTE Confidence: 0.90427256

00:51:42.780 --> 00:51:46.100 associate research scientists as a
NOTE Confidence: 0.90427256

00:51:46.197 --> 00:51:49.947 default whenever you're in addition to.
NOTE Confidence: 0.90427256

00:51:49.950 --> 00:51:52.066 Assistant Professor and up.
NOTE Confidence: 0.90427256

00:51:52.066 --> 00:51:55.240 When you're kind of providing the
NOTE Confidence: 0.90427256

00:51:55.327 --> 00:51:58.707 information about these tracks because.
NOTE Confidence: 0.90427256

00:51:58.710 --> 00:52:00.474 And then there's sometimes
NOTE Confidence: 0.90427256

00:52:00.474 --> 00:52:02.679 you can just sort of.
NOTE Confidence: 0.167326

00:52:04.710 --> 00:52:05.310 Um?
NOTE Confidence: 0.8483889

00:52:07.660 --> 00:52:11.110 The this Department has a reputation
NOTE Confidence: 0.8483889

00:52:11.110 --> 00:52:15.850 for people getting stuck. Certain.
NOTE Confidence: 0.8483889

00:52:15.850 --> 00:52:18.260 Right, so it's the research scientist,
NOTE Confidence: 0.8483889

00:52:18.260 --> 00:52:20.660 as in it makes it difficult,
NOTE Confidence: 0.8483889

00:52:20.660 --> 00:52:22.484 Sittard independent provided so

NOTE Confidence: 0.8483889

00:52:22.484 --> 00:52:24.764 the formal mentorship about moving

NOTE Confidence: 0.8483889

00:52:24.764 --> 00:52:27.465 up the track can start as an

NOTE Confidence: 0.8483889

00:52:27.465 --> 00:52:29.358 assistant professor and leave the

NOTE Confidence: 0.8483889

00:52:29.358 --> 00:52:30.838 people that haven't transferred

NOTE Confidence: 0.8483889

00:52:30.838 --> 00:52:33.893 over in a little bit of the dark.

NOTE Confidence: 0.8483889

00:52:33.893 --> 00:52:35.497 And it can also.

NOTE Confidence: 0.8483889

00:52:35.500 --> 00:52:36.920 I think there's also,

NOTE Confidence: 0.8483889

00:52:36.920 --> 00:52:39.050 I think there are a lot

NOTE Confidence: 0.8483889

00:52:39.135 --> 00:52:41.107 of positive things about.

NOTE Confidence: 0.8935713

00:52:43.680 --> 00:52:45.630 You know every mentor I've

NOTE Confidence: 0.8935713

00:52:45.630 --> 00:52:47.944 interacted with here is given me

NOTE Confidence: 0.8935713

00:52:47.944 --> 00:52:49.953 great advice in a lot of time,

NOTE Confidence: 0.8935713

00:52:49.960 --> 00:52:52.235 but there's a lot of fractionation of

NOTE Confidence: 0.8935713

00:52:52.235 --> 00:52:54.499 the advice because it's so personalized,

NOTE Confidence: 0.8935713

00:52:54.500 --> 00:52:56.649 so sometimes I talk to my colleagues

NOTE Confidence: 0.8935713

00:52:56.649 --> 00:52:59.370 and we find that we are all being
NOTE Confidence: 0.8935713

00:52:59.370 --> 00:53:01.557 told different things about what the
NOTE Confidence: 0.8935713

00:53:01.557 --> 00:53:04.270 expectations are and what the standards are.
NOTE Confidence: 0.8935713

00:53:04.270 --> 00:53:06.364 So if it were really centralized
NOTE Confidence: 0.8935713

00:53:06.364 --> 00:53:07.408 and written concretely,
NOTE Confidence: 0.8935713

00:53:07.410 --> 00:53:09.622 I think it would be easier for
NOTE Confidence: 0.8935713

00:53:09.622 --> 00:53:11.430 people to take ownership of
NOTE Confidence: 0.8935713

00:53:11.430 --> 00:53:13.800 their own direction and have it.
NOTE Confidence: 0.8935713

00:53:13.800 --> 00:53:16.230 Be less dependent upon the directions,
NOTE Confidence: 0.8935713

00:53:16.230 --> 00:53:18.370 instructions of their mentor.
NOTE Confidence: 0.8935713

00:53:18.370 --> 00:53:19.440 And actually,
NOTE Confidence: 0.8361061

00:53:19.440 --> 00:53:21.393 this was what I refer to about
NOTE Confidence: 0.8361061

00:53:21.393 --> 00:53:23.338 work that we needed to start,
NOTE Confidence: 0.8361061

00:53:23.340 --> 00:53:24.775 which is putting together a
NOTE Confidence: 0.8361061

00:53:24.775 --> 00:53:26.640 task for us on this track,
NOTE Confidence: 0.8361061

00:53:26.640 --> 00:53:31.370 and I think there were. He and I've.

NOTE Confidence: 0.8361061

00:53:31.370 --> 00:53:33.254 Done that elsewhere and I think

NOTE Confidence: 0.8361061

00:53:33.254 --> 00:53:34.880 there are two issues that.

NOTE Confidence: 0.8361061

00:53:34.880 --> 00:53:37.708 Come to the four.

NOTE Confidence: 0.8361061

00:53:37.710 --> 00:53:41.130 One is when there are differences

NOTE Confidence: 0.8361061

00:53:41.130 --> 00:53:43.410 in understanding about the.

NOTE Confidence: 0.8361061

00:53:43.410 --> 00:53:45.150 Career trajectory for the

NOTE Confidence: 0.8361061

00:53:45.150 --> 00:53:46.890 for the track member.

NOTE Confidence: 0.8361061

00:53:46.890 --> 00:53:49.666 So if a track Member believes he or

NOTE Confidence: 0.8361061

00:53:49.666 --> 00:53:53.584 she is on a career trajectory to be

NOTE Confidence: 0.8361061

00:53:53.584 --> 00:53:57.670 an independent investigator, but the.

NOTE Confidence: 0.8361061

00:53:57.670 --> 00:53:58.906 Department doesn't,

NOTE Confidence: 0.8361061

00:53:58.906 --> 00:54:00.760 that's a problem.

NOTE Confidence: 0.8361061

00:54:00.760 --> 00:54:04.208 And then the second is for those who.

NOTE Confidence: 0.8361061

00:54:04.210 --> 00:54:07.094 So I think the piece about how

NOTE Confidence: 0.8361061

00:54:07.094 --> 00:54:09.809 do you move when you move.

NOTE Confidence: 0.8361061

00:54:09.810 --> 00:54:14.578 And for those who stay on the track.
NOTE Confidence: 0.8361061

00:54:14.580 --> 00:54:16.860 What is the defined career pathway?
NOTE Confidence: 0.8361061

00:54:16.860 --> 00:54:18.760 What does success look like?
NOTE Confidence: 0.8361061

00:54:18.760 --> 00:54:22.015 How do we make sure that people?
NOTE Confidence: 0.8361061

00:54:22.020 --> 00:54:25.478 Can progress and move I think is
NOTE Confidence: 0.8361061

00:54:25.478 --> 00:54:28.540 a second piece and so we are.
NOTE Confidence: 0.8361061

00:54:28.540 --> 00:54:30.745 Linda Barkhamstead is working on
NOTE Confidence: 0.8361061

00:54:30.745 --> 00:54:33.339 putting together a task force to
NOTE Confidence: 0.8361061

00:54:33.339 --> 00:54:35.867 look at this in a little more detail.
NOTE Confidence: 0.84107333

00:54:54.490 --> 00:54:55.974 Nancy Chris Pittenger again.
NOTE Confidence: 0.84107333

00:54:55.974 --> 00:54:59.055 Another thing I was very happy to hear
NOTE Confidence: 0.84107333

00:54:59.055 --> 00:55:01.431 you emphasize is trying to cultivate
NOTE Confidence: 0.84107333

00:55:01.431 --> 00:55:03.230 cross departmental collaborations,
NOTE Confidence: 0.84107333

00:55:03.230 --> 00:55:05.270 and I think this Department
NOTE Confidence: 0.84107333

00:55:05.270 --> 00:55:07.800 has a great history of that.
NOTE Confidence: 0.84107333

00:55:07.800 --> 00:55:09.880 With some Department child study,

NOTE Confidence: 0.84107333

00:55:09.880 --> 00:55:11.254 genetics, psychology, neuroscience,

NOTE Confidence: 0.84107333

00:55:11.254 --> 00:55:13.544 and there are other opportunities

NOTE Confidence: 0.84107333

00:55:13.544 --> 00:55:15.807 that haven't been as well developed.

NOTE Confidence: 0.84107333

00:55:15.810 --> 00:55:17.330 Neurology and Immunobiology spring

NOTE Confidence: 0.84107333

00:55:17.330 --> 00:55:19.610 to mind where where they've been,

NOTE Confidence: 0.84107333

00:55:19.610 --> 00:55:20.909 you know attempt,

NOTE Confidence: 0.84107333

00:55:20.909 --> 00:55:23.507 but it's not as robust across

NOTE Confidence: 0.84107333

00:55:23.507 --> 00:55:25.010 dependent departmental.

NOTE Confidence: 0.84107333

00:55:25.010 --> 00:55:26.380 Collaboration and my impression is

NOTE Confidence: 0.84107333

00:55:26.380 --> 00:55:27.750 that when those are successful,

NOTE Confidence: 0.84107333

00:55:27.750 --> 00:55:29.376 it's often been because of individual

NOTE Confidence: 0.84107333

00:55:29.376 --> 00:55:31.318 people who are sitting at the interface

NOTE Confidence: 0.84107333

00:55:31.318 --> 00:55:32.679 and bridging, and that's great.

NOTE Confidence: 0.84107333

00:55:32.679 --> 00:55:34.044 If those people come along.

NOTE Confidence: 0.84107333

00:55:34.050 --> 00:55:35.420 If you can find them,

NOTE Confidence: 0.84107333

00:55:35.420 --> 00:55:37.070 and if you can cultivate them.

NOTE Confidence: 0.84107333

00:55:37.070 --> 00:55:38.974 But there's a certain amount of happenstance,

NOTE Confidence: 0.84107333

00:55:38.980 --> 00:55:40.350 and whether that that happened,

NOTE Confidence: 0.84107333

00:55:40.350 --> 00:55:42.240 so I wonder if you could speak

NOTE Confidence: 0.84107333

00:55:42.240 --> 00:55:43.640 to what can be done.

NOTE Confidence: 0.84107333

00:55:43.640 --> 00:55:44.423 Sort of structurally,

NOTE Confidence: 0.84107333

00:55:44.423 --> 00:55:45.728 systemically to to make it

NOTE Confidence: 0.84107333

00:55:45.728 --> 00:55:47.199 easier to build those bridges,

NOTE Confidence: 0.84107333

00:55:47.200 --> 00:55:47.875 and in particular,

NOTE Confidence: 0.84107333

00:55:47.875 --> 00:55:49.450 if you could speak to sort of

NOTE Confidence: 0.84107333

00:55:49.505 --> 00:55:50.492 institutional and structural

NOTE Confidence: 0.84107333

00:55:50.492 --> 00:55:52.137 issues that make it harder,

NOTE Confidence: 0.84107333

00:55:52.140 --> 00:55:54.084 like the fact that you report to one

NOTE Confidence: 0.84107333

00:55:54.084 --> 00:55:55.698 Department or another for promotion,

NOTE Confidence: 0.84107333

00:55:55.700 --> 00:55:57.278 like the fact that the indirect

NOTE Confidence: 0.84107333

00:55:57.278 --> 00:55:59.448 tend to go to one Department or.

NOTE Confidence: 0.84107333

00:55:59.450 --> 00:56:01.890 Various in structural things that.

NOTE Confidence: 0.84107333

00:56:01.890 --> 00:56:03.990 They tend to reinforce our silos even

NOTE Confidence: 0.84107333

00:56:03.990 --> 00:56:06.700 when we want to break out of them,

NOTE Confidence: 0.84107333

00:56:06.700 --> 00:56:07.550 yeah.

NOTE Confidence: 0.9353414

00:56:07.550 --> 00:56:08.998 I think it's more.

NOTE Confidence: 0.88181365

00:56:12.250 --> 00:56:15.698 Historical and cultural and and to be honest.

NOTE Confidence: 0.7737244

00:56:19.110 --> 00:56:20.410 Financial, right? You know,

NOTE Confidence: 0.7737244

00:56:20.410 --> 00:56:22.360 funds flow drives a lot of

NOTE Confidence: 0.7737244

00:56:22.425 --> 00:56:24.950 decision-making. There are lots of.

NOTE Confidence: 0.8729743

00:56:27.200 --> 00:56:29.013 I mean, I think every every academic

NOTE Confidence: 0.8729743

00:56:29.013 --> 00:56:30.573 institution in the world attributes

NOTE Confidence: 0.8729743

00:56:30.573 --> 00:56:32.045 grants to department's 'cause.

NOTE Confidence: 0.8729743

00:56:32.050 --> 00:56:34.780 You just have to do it somehow, right? But?

NOTE Confidence: 0.8791309475

00:56:41.400 --> 00:56:44.000 But our incentives are

NOTE Confidence: 0.8791309475

00:56:44.000 --> 00:56:46.600 not currently aligned for.

NOTE Confidence: 0.8681919

00:56:48.900 --> 00:56:49.743 Global success there,
NOTE Confidence: 0.8681919

00:56:49.743 --> 00:56:51.710 there and that's a big change and
NOTE Confidence: 0.8681919

00:56:51.769 --> 00:56:53.459 one that's threatening to people.
NOTE Confidence: 0.8681919

00:56:53.460 --> 00:56:55.884 And we're not going to get there overnight.
NOTE Confidence: 0.8681919

00:56:55.890 --> 00:56:58.230 But I think we can.
NOTE Confidence: 0.8681919

00:56:58.230 --> 00:57:04.080 Start to show people that. Um?
NOTE Confidence: 0.8681919

00:57:04.080 --> 00:57:05.439 Promoting things centrally.
NOTE Confidence: 0.8681919

00:57:05.439 --> 00:57:08.157 There all boats rise when you
NOTE Confidence: 0.8681919

00:57:08.157 --> 00:57:10.499 do that and you do it well.
NOTE Confidence: 0.8681919

00:57:10.500 --> 00:57:13.820 And. Anne.
NOTE Confidence: 0.88529134

00:57:18.290 --> 00:57:21.820 That's going to be the hardest.
NOTE Confidence: 0.88529134

00:57:21.820 --> 00:57:23.845 Pull over the next couple of years and one
NOTE Confidence: 0.88529134

00:57:23.845 --> 00:57:25.795 that we're going to work on really hard.
NOTE Confidence: 0.85463285

00:57:56.790 --> 00:57:57.960 I'm thinking we're
NOTE Confidence: 0.85463285

00:57:57.960 --> 00:58:01.430 we've asked our questions. OK.
NOTE Confidence: 0.8903958

00:58:02.500 --> 00:58:04.348 Well, thank you and thanks for

NOTE Confidence: 0.8903958

00:58:04.348 --> 00:58:06.625 all that you're doing and I look

NOTE Confidence: 0.8903958

00:58:06.625 --> 00:58:08.255 forward to the next conversation.

NOTE Confidence: 0.85174334

00:58:09.150 --> 00:58:10.640 Thank you for coming and

NOTE Confidence: 0.85174334

00:58:10.640 --> 00:58:11.525 answering your questions.

NOTE Confidence: 0.85174334

00:58:11.525 --> 00:58:14.015 Thank you very much. Thank you.