

WEBVTT

NOTE duration:"01:24:19"

NOTE recognizability:0.931

NOTE language:en-us

NOTE Confidence: 0.9402536

00:00:04.280 --> 00:00:05.840 Started. I want

NOTE Confidence: 0.922903770588235

00:00:05.840 --> 00:00:07.947 to welcome all of you to the

NOTE Confidence: 0.922903770588235

00:00:07.947 --> 00:00:09.740 annual meeting of the Association

NOTE Confidence: 0.922903770588235

00:00:09.740 --> 00:00:11.795 of Yale Alumni and Medicine.

NOTE Confidence: 0.922903770588235

00:00:11.800 --> 00:00:13.012 I'm Matt Griffiths.

NOTE Confidence: 0.922903770588235

00:00:13.012 --> 00:00:15.436 I'm the president of the association.

NOTE Confidence: 0.922903770588235

00:00:15.440 --> 00:00:17.554 We have a good crowd here today,

NOTE Confidence: 0.922903770588235

00:00:17.560 --> 00:00:19.849 and I'm glad to see that and

NOTE Confidence: 0.922903770588235

00:00:19.849 --> 00:00:21.104 particularly welcome those of

NOTE Confidence: 0.922903770588235

00:00:21.104 --> 00:00:25.120 you in the 50th reunion class.

NOTE Confidence: 0.922903770588235

00:00:25.120 --> 00:00:27.800 We're going to start today by having Dean.

NOTE Confidence: 0.922903770588235

00:00:27.800 --> 00:00:30.040 Brown give us a an update on

NOTE Confidence: 0.922903770588235

00:00:30.040 --> 00:00:32.646 the school have been a lot of

NOTE Confidence: 0.922903770588235

00:00:32.646 --> 00:00:34.122 changes since she arrived,  
NOTE Confidence: 0.922903770588235

00:00:34.130 --> 00:00:36.419 all of them positive and I think  
NOTE Confidence: 0.922903770588235

00:00:36.419 --> 00:00:38.294 you'll enjoy hearing how the school  
NOTE Confidence: 0.922903770588235

00:00:38.294 --> 00:00:40.858 is doing now as maybe it wasn't  
NOTE Confidence: 0.922903770588235

00:00:40.858 --> 00:00:43.930 so many months ago or years ago.  
NOTE Confidence: 0.922903770588235

00:00:43.930 --> 00:00:44.689 So Dean Brown.  
NOTE Confidence: 0.944278892

00:00:53.070 --> 00:00:54.310 Thank you and good morning.  
NOTE Confidence: 0.944278892

00:00:54.310 --> 00:00:55.270 It's really great to see you.  
NOTE Confidence: 0.944278892

00:00:55.270 --> 00:00:56.712 I'm going to give you in some  
NOTE Confidence: 0.944278892

00:00:56.712 --> 00:00:58.181 sense a little bit of a preview  
NOTE Confidence: 0.944278892

00:00:58.181 --> 00:00:59.387 of my state of the school,  
NOTE Confidence: 0.944278892

00:00:59.390 --> 00:01:00.310 which comes in a week,  
NOTE Confidence: 0.944278892

00:01:00.310 --> 00:01:01.150 but with a few, a  
NOTE Confidence: 0.940253532

00:01:03.350 --> 00:01:05.814 few extras because I assume you may  
NOTE Confidence: 0.940253532

00:01:05.814 --> 00:01:08.374 not have been watching all of these.  
NOTE Confidence: 0.940253532

00:01:08.374 --> 00:01:10.630 Let's start with the mission statement.

NOTE Confidence: 0.940253532

00:01:10.630 --> 00:01:13.110 We I arrived February 1st,

NOTE Confidence: 0.940253532

00:01:13.110 --> 00:01:16.910 2020 and the mission statement had not been

NOTE Confidence: 0.940253532

00:01:16.910 --> 00:01:23.459 updated in many years and it focused on.

NOTE Confidence: 0.940253532

00:01:23.460 --> 00:01:25.854 They used a lot of words like

NOTE Confidence: 0.940253532

00:01:25.854 --> 00:01:27.678 premier and excellent and there

NOTE Confidence: 0.940253532

00:01:27.678 --> 00:01:29.498 was no mention of diversity.

NOTE Confidence: 0.940253532

00:01:29.500 --> 00:01:31.999 And it turned out that COVID was

NOTE Confidence: 0.940253532

00:01:31.999 --> 00:01:35.042 actually a great time to do redo a

NOTE Confidence: 0.940253532

00:01:35.042 --> 00:01:37.283 mission statement because we could we

NOTE Confidence: 0.940253532

00:01:37.283 --> 00:01:39.341 surveyed everybody on the old statement

NOTE Confidence: 0.940253532

00:01:39.341 --> 00:01:41.940 and then did a did a detailed survey.

NOTE Confidence: 0.940253532

00:01:41.940 --> 00:01:44.544 But we could have focus groups by

NOTE Confidence: 0.940253532

00:01:44.544 --> 00:01:46.220 zoom and reach various groups,

NOTE Confidence: 0.940253532

00:01:46.220 --> 00:01:48.180 but some of you participated in those,

NOTE Confidence: 0.940253532

00:01:48.180 --> 00:01:50.410 some of our community leaders.

NOTE Confidence: 0.940253532

00:01:50.410 --> 00:01:51.448 And this is where we landed.  
NOTE Confidence: 0.940253532

00:01:51.450 --> 00:01:53.214 And I I'm not a mission statement  
NOTE Confidence: 0.940253532

00:01:53.214 --> 00:01:53.970 kind of person,  
NOTE Confidence: 0.940253532

00:01:53.970 --> 00:01:56.427 but I feel pretty proud of this  
NOTE Confidence: 0.940253532

00:01:56.427 --> 00:01:58.348 as representative of the school  
NOTE Confidence: 0.940253532

00:01:58.348 --> 00:02:00.328 and capturing the Yale system.  
NOTE Confidence: 0.940253532

00:02:00.330 --> 00:02:01.330 So the first sentence,  
NOTE Confidence: 0.940253532

00:02:01.330 --> 00:02:02.830 Yale School of Medicine educates and  
NOTE Confidence: 0.940253532

00:02:02.878 --> 00:02:04.448 nurture creative leaders in medicine,  
NOTE Confidence: 0.940253532

00:02:04.450 --> 00:02:06.450 promoting curiosity and critical inquiry.  
NOTE Confidence: 0.940253532

00:02:06.450 --> 00:02:08.316 And I think that's really the  
NOTE Confidence: 0.940253532

00:02:08.316 --> 00:02:09.970 essence of the Yale system.  
NOTE Confidence: 0.940253532

00:02:09.970 --> 00:02:11.410 In an inclusive environment  
NOTE Confidence: 0.940253532

00:02:11.410 --> 00:02:12.490 enriched by diversity,  
NOTE Confidence: 0.940253532

00:02:12.490 --> 00:02:15.130 we advanced discovery and innovation.  
NOTE Confidence: 0.940253532

00:02:15.130 --> 00:02:16.742 Importantly through our partnerships.

NOTE Confidence: 0.940253532

00:02:16.742 --> 00:02:19.550 It's we're not just in a silo.

NOTE Confidence: 0.940253532

00:02:19.550 --> 00:02:21.188 And we care for patients with compassion,

NOTE Confidence: 0.940253532

00:02:21.190 --> 00:02:22.770 but also commit to improving

NOTE Confidence: 0.940253532

00:02:22.770 --> 00:02:24.350 the health of all people.

NOTE Confidence: 0.940253532

00:02:24.350 --> 00:02:26.058 I I show a picture here of

NOTE Confidence: 0.940253532

00:02:26.058 --> 00:02:27.470 I asked a Fernando,

NOTE Confidence: 0.940253532

00:02:27.470 --> 00:02:30.918 who was our director of admissions at the

NOTE Confidence: 0.940253532

00:02:30.918 --> 00:02:34.350 time and exceed all of these focus groups,

NOTE Confidence: 0.940253532

00:02:34.350 --> 00:02:36.030 was amazing human being.

NOTE Confidence: 0.940253532

00:02:36.030 --> 00:02:37.570 And he tragically died about

NOTE Confidence: 0.940253532

00:02:37.570 --> 00:02:39.110 six months later of cancer.

NOTE Confidence: 0.940253532

00:02:39.110 --> 00:02:41.854 And so I always associate the mission

NOTE Confidence: 0.940253532

00:02:41.854 --> 00:02:44.938 statement with him as I talked today,

NOTE Confidence: 0.940253532

00:02:44.938 --> 00:02:47.323 they're really sort of forced.

NOTE Confidence: 0.940253532

00:02:47.330 --> 00:02:49.850 Crosscutting themes to what we're I think,

NOTE Confidence: 0.940253532

00:02:49.850 --> 00:02:52.088 trying to accomplish in the school,  
NOTE Confidence: 0.940253532

00:02:52.090 --> 00:02:54.886 one is creating this environment of  
NOTE Confidence: 0.940253532

00:02:54.886 --> 00:02:56.956 inclusive excellence where we not  
NOTE Confidence: 0.940253532

00:02:56.956 --> 00:02:58.288 only recruit outstanding people,  
NOTE Confidence: 0.940253532

00:02:58.290 --> 00:02:59.870 but we create an environment  
NOTE Confidence: 0.940253532

00:02:59.870 --> 00:03:01.450 in which they can thrive.  
NOTE Confidence: 0.940253532

00:03:01.450 --> 00:03:03.286 A second is breaking down silos.  
NOTE Confidence: 0.940253532

00:03:03.290 --> 00:03:03.850 You know,  
NOTE Confidence: 0.940253532

00:03:03.850 --> 00:03:05.530 we have many silos of excellence,  
NOTE Confidence: 0.940253532

00:03:05.530 --> 00:03:08.848 but if we can cross those silos,  
NOTE Confidence: 0.940253532

00:03:08.850 --> 00:03:11.688 we can really accomplish a lot,  
NOTE Confidence: 0.940253532

00:03:11.690 --> 00:03:14.343 continuing to build and steward the resources  
NOTE Confidence: 0.940253532

00:03:14.343 --> 00:03:17.058 that we need for discovery and then.  
NOTE Confidence: 0.940253532

00:03:17.060 --> 00:03:20.175 Something that will may resonate with you,  
NOTE Confidence: 0.940253532

00:03:20.180 --> 00:03:21.625 which is actually building our  
NOTE Confidence: 0.940253532

00:03:21.625 --> 00:03:23.414 partnership with the Yale New Haven

NOTE Confidence: 0.940253532

00:03:23.414 --> 00:03:25.437 Health System and that's been an iffy

NOTE Confidence: 0.940253532

00:03:25.437 --> 00:03:26.975 partnership over 200 years and I'll

NOTE Confidence: 0.940253532

00:03:26.975 --> 00:03:30.100 talk a little bit more about that.

NOTE Confidence: 0.940253532

00:03:30.100 --> 00:03:31.028 So leadership,

NOTE Confidence: 0.940253532

00:03:31.028 --> 00:03:32.980 these are just leadership

NOTE Confidence: 0.940253532

00:03:32.980 --> 00:03:35.780 appointments in the last year,

NOTE Confidence: 0.940253532

00:03:35.780 --> 00:03:39.056 I'll highlight we've created a a new

NOTE Confidence: 0.940253532

00:03:39.056 --> 00:03:41.639 now freestanding section of biomedical

NOTE Confidence: 0.940253532

00:03:41.639 --> 00:03:43.839 informatics and data science.

NOTE Confidence: 0.940253532

00:03:43.840 --> 00:03:46.893 And recruited Lucilla Ona Machado from UCSD,

NOTE Confidence: 0.940253532

00:03:46.893 --> 00:03:48.758 member of the National Academy,

NOTE Confidence: 0.940253532

00:03:48.760 --> 00:03:50.746 to lead that that will become

NOTE Confidence: 0.940253532

00:03:50.746 --> 00:03:51.734 a new department.

NOTE Confidence: 0.940253532

00:03:51.734 --> 00:03:54.350 She also has the role of Deputy Dean

NOTE Confidence: 0.940253532

00:03:54.415 --> 00:03:58.160 over informatics as we realize the

NOTE Confidence: 0.940253532

00:03:58.160 --> 00:04:01.360 impact of all of the informatics that we

NOTE Confidence: 0.940253532

00:04:01.360 --> 00:04:04.710 have and partnerships with computer science.

NOTE Confidence: 0.940253532

00:04:04.710 --> 00:04:06.615 Keith trained here and actually

NOTE Confidence: 0.940253532

00:04:06.615 --> 00:04:09.081 all three of these recent chair

NOTE Confidence: 0.940253532

00:04:09.081 --> 00:04:11.057 selections were from internal

NOTE Confidence: 0.940253532

00:04:11.057 --> 00:04:13.033 candidates just reflecting the

NOTE Confidence: 0.940253532

00:04:13.033 --> 00:04:14.868 quality of our own faculty.

NOTE Confidence: 0.940253532

00:04:14.870 --> 00:04:18.026 Also highlight like Peg McGovern who

NOTE Confidence: 0.941801707692308

00:04:18.030 --> 00:04:20.347 is now our Deputy Dean for Clinical

NOTE Confidence: 0.941801707692308

00:04:20.347 --> 00:04:22.510 Affairs and CEO of Yale Medicine,

NOTE Confidence: 0.941801707692308

00:04:22.510 --> 00:04:24.362 our faculty practice plan.

NOTE Confidence: 0.941801707692308

00:04:24.362 --> 00:04:26.677 Really an extraordinary person for

NOTE Confidence: 0.941801707692308

00:04:26.677 --> 00:04:29.405 this role because Peg is a pediatric

NOTE Confidence: 0.941801707692308

00:04:29.405 --> 00:04:31.723 geneticist who was a chair of

NOTE Confidence: 0.941801707692308

00:04:31.723 --> 00:04:34.081 Pediatrics for about 10 years before

NOTE Confidence: 0.941801707692308

00:04:34.081 --> 00:04:37.322 she became someone involved in running



NOTE Confidence: 0.941801707692308

00:04:37.322 --> 00:04:39.747 clinical operations at at SUNY.

NOTE Confidence: 0.941801707692308

00:04:39.747 --> 00:04:41.742 And we've been very fortunate

NOTE Confidence: 0.941801707692308

00:04:41.742 --> 00:04:44.142 to recruit somebody who both can

NOTE Confidence: 0.941801707692308

00:04:44.142 --> 00:04:45.966 get things done and has also

NOTE Confidence: 0.941801707692308

00:04:45.966 --> 00:04:47.786 garnered the trust of the chairs.

NOTE Confidence: 0.941801707692308

00:04:47.790 --> 00:04:51.416 So and then Karina joining our Office

NOTE Confidence: 0.941801707692308

00:04:51.416 --> 00:04:53.980 of Diversity Equity Inclusion.

NOTE Confidence: 0.941801707692308

00:04:53.980 --> 00:04:55.440 There are leadership changes going

NOTE Confidence: 0.941801707692308

00:04:55.440 --> 00:04:57.430 on across the university and I wanted

NOTE Confidence: 0.941801707692308

00:04:57.430 --> 00:04:58.858 to highlight a couple of things.

NOTE Confidence: 0.941801707692308

00:04:58.860 --> 00:05:03.755 One is that our school of Engineering and

NOTE Confidence: 0.941801707692308

00:05:03.755 --> 00:05:06.379 Applied Sciences is becoming independent

NOTE Confidence: 0.941801707692308

00:05:06.379 --> 00:05:09.337 under the leadership of Jeff Brock.

NOTE Confidence: 0.941801707692308

00:05:09.340 --> 00:05:11.678 And Jeff has been a terrific partner

NOTE Confidence: 0.941801707692308

00:05:11.678 --> 00:05:14.139 beginning in the early days of COVID

NOTE Confidence: 0.941801707692308

00:05:14.139 --> 00:05:16.221 as we were bringing people together  
NOTE Confidence: 0.941801707692308

00:05:16.289 --> 00:05:18.497 from across the university to solve  
NOTE Confidence: 0.941801707692308

00:05:18.500 --> 00:05:22.160 many issues in the early days.  
NOTE Confidence: 0.941801707692308

00:05:22.160 --> 00:05:24.860 And we are building many collaborations  
NOTE Confidence: 0.941801707692308

00:05:24.860 --> 00:05:26.660 in biomedical engineering imaging  
NOTE Confidence: 0.941801707692308

00:05:26.722 --> 00:05:28.878 and he's really great to work with.  
NOTE Confidence: 0.941801707692308

00:05:28.880 --> 00:05:30.930 And I mentioned computer science  
NOTE Confidence: 0.941801707692308

00:05:30.930 --> 00:05:32.160 and data science.  
NOTE Confidence: 0.941801707692308

00:05:32.160 --> 00:05:33.744 You are also probably aware that  
NOTE Confidence: 0.941801707692308

00:05:33.744 --> 00:05:35.200 our school of public health,  
NOTE Confidence: 0.941801707692308

00:05:35.200 --> 00:05:37.234 which has always been in this  
NOTE Confidence: 0.941801707692308

00:05:37.234 --> 00:05:39.341 tweener state where it's both a fully  
NOTE Confidence: 0.941801707692308

00:05:39.341 --> 00:05:41.147 accredited school but also a department  
NOTE Confidence: 0.941801707692308

00:05:41.147 --> 00:05:42.679 within the School of Medicine,  
NOTE Confidence: 0.941801707692308

00:05:42.680 --> 00:05:46.439 will become completely independent in a year.  
NOTE Confidence: 0.941801707692308

00:05:46.440 --> 00:05:47.487 The new Dean,

NOTE Confidence: 0.941801707692308  
00:05:47.487 --> 00:05:50.140 Megan Rainey is coming from Brown July 1.  
NOTE Confidence: 0.941801707692308  
00:05:50.140 --> 00:05:51.820 She and I are working very closely.  
NOTE Confidence: 0.941801707692308  
00:05:51.820 --> 00:05:53.764 I was saying to Matt to make sure  
NOTE Confidence: 0.941801707692308  
00:05:53.764 --> 00:05:55.019 that as we separate,  
NOTE Confidence: 0.941801707692308  
00:05:55.020 --> 00:05:56.915 we developed a longterm relationship  
NOTE Confidence: 0.941801707692308  
00:05:56.915 --> 00:05:59.450 between the School of Medicine and the  
NOTE Confidence: 0.941801707692308  
00:05:59.450 --> 00:06:01.772 school of public health that is positive,  
NOTE Confidence: 0.941801707692308  
00:06:01.772 --> 00:06:04.460 not like the relationship to in some  
NOTE Confidence: 0.941801707692308  
00:06:04.536 --> 00:06:07.096 of the schools to the north of here.  
NOTE Confidence: 0.9301902  
00:06:09.700 --> 00:06:12.970 And then Azita Mommy,  
NOTE Confidence: 0.9301902  
00:06:12.970 --> 00:06:18.028 a world traveler, really trained.  
NOTE Confidence: 0.9301902  
00:06:18.030 --> 00:06:20.179 At the Karolinska as our new Dean  
NOTE Confidence: 0.9301902  
00:06:20.179 --> 00:06:22.798 of Nursing and so we're looking to  
NOTE Confidence: 0.9301902  
00:06:22.798 --> 00:06:24.430 forward to collaborating there.  
NOTE Confidence: 0.9301902  
00:06:24.430 --> 00:06:26.990 Our faculty do amazing things.  
NOTE Confidence: 0.9301902

00:06:26.990 --> 00:06:29.870 This is a list of some of this  
NOTE Confidence: 0.9301902

00:06:29.870 --> 00:06:31.550 year's elections to honor  
NOTE Confidence: 0.9301902

00:06:31.550 --> 00:06:32.870 societies and achievements.  
NOTE Confidence: 0.9301902

00:06:32.870 --> 00:06:34.589 You'll see 3.  
NOTE Confidence: 0.9301902

00:06:34.589 --> 00:06:37.110 Appointed to ASCII the the  
NOTE Confidence: 0.9301902

00:06:37.110 --> 00:06:39.510 so-called Young Turks couple to the  
NOTE Confidence: 0.9301902

00:06:39.510 --> 00:06:41.406 Association of American Physicians  
NOTE Confidence: 0.9301902

00:06:41.406 --> 00:06:43.966 to the National Academy members.  
NOTE Confidence: 0.9301902

00:06:43.970 --> 00:06:46.795 One Jorge Galan to the American  
NOTE Confidence: 0.9301902

00:06:46.795 --> 00:06:50.065 Academy of Arts and Sciences on  
NOTE Confidence: 0.9301902

00:06:50.065 --> 00:06:52.546 a pile is shares appointments  
NOTE Confidence: 0.9301902

00:06:52.546 --> 00:06:56.002 across the school and FAS and is  
NOTE Confidence: 0.9301902

00:06:56.002 --> 00:06:58.210 National Academy of Sciences.  
NOTE Confidence: 0.9301902

00:06:58.210 --> 00:06:59.602 Other outstanding awards.  
NOTE Confidence: 0.9301902

00:06:59.602 --> 00:07:03.370 If you ever opened a newspaper during COVID,  
NOTE Confidence: 0.9301902

00:07:03.370 --> 00:07:06.170 you've read of Akiko Iwasaki's

NOTE Confidence: 0.9301902

00:07:06.170 --> 00:07:08.422 work on the Immune Response,

NOTE Confidence: 0.9301902

00:07:08.422 --> 00:07:11.440 but I'll point out that Emily Wong.

NOTE Confidence: 0.9301902

00:07:11.440 --> 00:07:13.040 Was recently named a MacArthur

NOTE Confidence: 0.9301902

00:07:13.040 --> 00:07:14.958 Fellow for her work looking at

NOTE Confidence: 0.9301902

00:07:14.958 --> 00:07:16.872 the impact of incarceration on not

NOTE Confidence: 0.9301902

00:07:16.872 --> 00:07:18.877 only the health of the patient,

NOTE Confidence: 0.9301902

00:07:18.880 --> 00:07:21.676 but on the health of families.

NOTE Confidence: 0.9301902

00:07:21.680 --> 00:07:24.445 NIH Directors New Innovator Awards

NOTE Confidence: 0.9301902

00:07:24.445 --> 00:07:26.925 3 is outstanding and I'll highlight

NOTE Confidence: 0.9301902

00:07:26.925 --> 00:07:28.080 at the bottom.

NOTE Confidence: 0.9301902

00:07:28.080 --> 00:07:32.440 The HHMI has a new Freeman Scholar

NOTE Confidence: 0.9301902

00:07:32.440 --> 00:07:34.276 Program for Junior Investigators,

NOTE Confidence: 0.9301902

00:07:34.276 --> 00:07:36.424 31 selected in the country and

NOTE Confidence: 0.9301902

00:07:36.424 --> 00:07:38.718 one of them was Trevor Sorrells.

NOTE Confidence: 0.9301902

00:07:38.720 --> 00:07:39.960 Trevor is working on.

NOTE Confidence: 0.9397718

00:07:42.710 --> 00:07:44.775 Mosquito borne and tick borne  
NOTE Confidence: 0.9397718

00:07:44.775 --> 00:07:46.427 diseases and he's applying  
NOTE Confidence: 0.86569085

00:07:48.550 --> 00:07:50.570 evolutionary genetics to understand  
NOTE Confidence: 0.86569085

00:07:50.570 --> 00:07:53.180 how the blood feeding behavior  
NOTE Confidence: 0.86569085

00:07:53.180 --> 00:07:56.130 of mosquitoes evolved to develop  
NOTE Confidence: 0.86569085

00:07:56.130 --> 00:07:59.130 genetic targets for new drugs.  
NOTE Confidence: 0.86569085

00:07:59.130 --> 00:08:00.970 We have lots of faculty who are involved  
NOTE Confidence: 0.86569085

00:08:00.970 --> 00:08:02.942 in national leadership, but this is  
NOTE Confidence: 0.86569085

00:08:02.942 --> 00:08:04.886 when I think that is extraordinary.  
NOTE Confidence: 0.86569085

00:08:04.890 --> 00:08:07.138 In in a period in 2023,  
NOTE Confidence: 0.86569085

00:08:07.138 --> 00:08:09.442 there will be a time when Eric Weiner,  
NOTE Confidence: 0.86569085

00:08:09.450 --> 00:08:12.570 our new director of the Yale Cancer Center,  
NOTE Confidence: 0.86569085

00:08:12.570 --> 00:08:14.845 will at once be president of ASCO,  
NOTE Confidence: 0.86569085

00:08:14.850 --> 00:08:17.010 American Society of Clinical Investigation,  
NOTE Confidence: 0.86569085

00:08:17.010 --> 00:08:19.434 and Pat Larusso will be president of the  
NOTE Confidence: 0.86569085

00:08:19.434 --> 00:08:21.088 American Association for Cancer Research,

NOTE Confidence: 0.86569085

00:08:21.090 --> 00:08:23.526 so the two major cancer organizations

NOTE Confidence: 0.86569085

00:08:23.526 --> 00:08:24.744 in the country.

NOTE Confidence: 0.86569085

00:08:24.750 --> 00:08:26.829 Eric came to us from Dana Farber,

NOTE Confidence: 0.86569085

00:08:26.830 --> 00:08:28.790 he is a Triple Y.

NOTE Confidence: 0.86569085

00:08:28.790 --> 00:08:30.665 He was an undergraduate medical

NOTE Confidence: 0.86569085

00:08:30.665 --> 00:08:31.790 student and resident.

NOTE Confidence: 0.86569085

00:08:31.790 --> 00:08:33.927 Some of you may know him and

NOTE Confidence: 0.86569085

00:08:33.927 --> 00:08:35.709 doing an outstanding job in the

NOTE Confidence: 0.86569085

00:08:35.710 --> 00:08:37.714 Cancer Center and of course our

NOTE Confidence: 0.86569085

00:08:37.714 --> 00:08:40.019 faculty that we just had graduation

NOTE Confidence: 0.86569085

00:08:40.019 --> 00:08:42.269 garnering lots of teaching awards.

NOTE Confidence: 0.86569085

00:08:42.270 --> 00:08:44.254 And one of the efforts that we're making

NOTE Confidence: 0.86569085

00:08:44.254 --> 00:08:46.269 is to you know include all of our

NOTE Confidence: 0.943805388235294

00:08:48.430 --> 00:08:50.434 staff as well as we acknowledge

NOTE Confidence: 0.943805388235294

00:08:50.434 --> 00:08:52.624 awards and our staff are outstanding

NOTE Confidence: 0.943805388235294

00:08:52.624 --> 00:08:54.594 and contribute to our work.  
NOTE Confidence: 0.943805388235294

00:08:54.600 --> 00:08:56.721 I want to talk a little bit  
NOTE Confidence: 0.943805388235294

00:08:56.721 --> 00:08:58.240 about culture and climate.  
NOTE Confidence: 0.943805388235294

00:08:58.240 --> 00:08:59.998 You know, these are interesting times.  
NOTE Confidence: 0.943805388235294

00:09:00.000 --> 00:09:03.678 And when I arrived in 2020,  
NOTE Confidence: 0.943805388235294

00:09:03.680 --> 00:09:07.892 there was a fair amount of concern related  
NOTE Confidence: 0.943805388235294

00:09:07.892 --> 00:09:10.594 to some well publicized cases of sexual  
NOTE Confidence: 0.943805388235294

00:09:10.594 --> 00:09:12.795 harassment and how they had been handled.  
NOTE Confidence: 0.943805388235294

00:09:12.800 --> 00:09:16.796 And one of the first things that we did  
NOTE Confidence: 0.943805388235294

00:09:16.796 --> 00:09:21.788 was revamp our office of Faculty Affairs.  
NOTE Confidence: 0.943805388235294

00:09:21.788 --> 00:09:25.162 One of the other things that we've done now  
NOTE Confidence: 0.943805388235294

00:09:25.162 --> 00:09:27.885 is develop a strategic plan around diversity,  
NOTE Confidence: 0.943805388235294

00:09:27.890 --> 00:09:29.009 equity and inclusion.  
NOTE Confidence: 0.943805388235294

00:09:29.009 --> 00:09:31.247 These are posted on the website.  
NOTE Confidence: 0.943805388235294

00:09:31.250 --> 00:09:32.648 Are there 3 pieces of it,  
NOTE Confidence: 0.943805388235294

00:09:32.650 --> 00:09:35.608 one around faculty, one around students,



NOTE Confidence: 0.943805388235294  
00:09:35.610 --> 00:09:37.730 and one around staff?  
NOTE Confidence: 0.943805388235294  
00:09:37.730 --> 00:09:40.410 The the foundation of this  
NOTE Confidence: 0.943805388235294  
00:09:40.410 --> 00:09:43.090 plan is not only recruitment,  
NOTE Confidence: 0.943805388235294  
00:09:43.090 --> 00:09:46.488 but retention and really thinking  
NOTE Confidence: 0.943805388235294  
00:09:46.488 --> 00:09:48.818 about how we mentor faculty.  
NOTE Confidence: 0.943805388235294  
00:09:48.820 --> 00:09:51.022 And how we sponsor faculty and  
NOTE Confidence: 0.943805388235294  
00:09:51.022 --> 00:09:53.260 I'll show you our outcomes,  
NOTE Confidence: 0.943805388235294  
00:09:53.260 --> 00:09:54.956 which also involves measuring  
NOTE Confidence: 0.943805388235294  
00:09:54.956 --> 00:09:57.500 and looking at how we're doing.  
NOTE Confidence: 0.943805388235294  
00:09:57.500 --> 00:10:01.940 And so we've done probably too many  
NOTE Confidence: 0.943805388235294  
00:10:01.940 --> 00:10:03.860 surveys between the university  
NOTE Confidence: 0.943805388235294  
00:10:03.860 --> 00:10:04.820 and the school,  
NOTE Confidence: 0.943805388235294  
00:10:04.820 --> 00:10:08.614 but I'll highlight some outcomes of that.  
NOTE Confidence: 0.943805388235294  
00:10:08.620 --> 00:10:11.320 This is the AA MC Diversity  
NOTE Confidence: 0.943805388235294  
00:10:11.320 --> 00:10:12.220 Engagement survey.  
NOTE Confidence: 0.943805388235294

00:10:12.220 --> 00:10:13.900 It allows us to compare our  
NOTE Confidence: 0.943805388235294

00:10:13.900 --> 00:10:15.736 climate to that of other schools  
NOTE Confidence: 0.943805388235294

00:10:15.736 --> 00:10:17.698 of medicine and and to other.  
NOTE Confidence: 0.943805388235294

00:10:17.700 --> 00:10:22.700 About 80,000 other people have filled it out,  
NOTE Confidence: 0.943805388235294

00:10:22.700 --> 00:10:25.820 and the striking thing to me  
NOTE Confidence: 0.943805388235294

00:10:25.820 --> 00:10:28.770 was that we scored lower than  
NOTE Confidence: 0.943805388235294

00:10:28.770 --> 00:10:31.815 our peers in the area of trust.  
NOTE Confidence: 0.943805388235294

00:10:31.820 --> 00:10:34.060 And since I've been here,  
NOTE Confidence: 0.943805388235294

00:10:34.060 --> 00:10:38.218 I've I've heard from faculty concerns about.  
NOTE Confidence: 0.943805388235294

00:10:38.220 --> 00:10:40.060 If I say something about  
NOTE Confidence: 0.943805388235294

00:10:40.060 --> 00:10:41.532 behavior that I observe,  
NOTE Confidence: 0.943805388235294

00:10:41.540 --> 00:10:43.836 I'm I'm fearful that there will be  
NOTE Confidence: 0.943805388235294

00:10:43.836 --> 00:10:45.938 retaliation or that nothing will be done.  
NOTE Confidence: 0.943805388235294

00:10:45.940 --> 00:10:47.368 And so again,  
NOTE Confidence: 0.943805388235294

00:10:47.368 --> 00:10:49.748 this is something that we've  
NOTE Confidence: 0.943805388235294

00:10:49.748 --> 00:10:51.525 worked to change the culture.

NOTE Confidence: 0.943805388235294  
00:10:51.525 --> 00:10:52.900 I think we're making progress.  
NOTE Confidence: 0.943805388235294  
00:10:52.900 --> 00:10:55.231 So one of the things we did was we  
NOTE Confidence: 0.943805388235294  
00:10:55.231 --> 00:10:57.165 revised our Office of Faculty Affairs  
NOTE Confidence: 0.943805388235294  
00:10:57.165 --> 00:10:59.426 to create an Office of Academic  
NOTE Confidence: 0.943805388235294  
00:10:59.426 --> 00:11:01.187 and Professional Development.  
NOTE Confidence: 0.943805388235294  
00:11:01.190 --> 00:11:04.230 And really made it easy for people to  
NOTE Confidence: 0.943805388235294  
00:11:04.230 --> 00:11:07.150 express concern without making it a big deal.  
NOTE Confidence: 0.943805388235294  
00:11:07.150 --> 00:11:10.230 You know, I would say most of  
NOTE Confidence: 0.943805388235294  
00:11:10.230 --> 00:11:12.612 what we see is people struggling.  
NOTE Confidence: 0.943805388235294  
00:11:12.612 --> 00:11:15.470 They may have something going on at home,  
NOTE Confidence: 0.943805388235294  
00:11:15.470 --> 00:11:19.046 they may have mental illness, you know,  
NOTE Confidence: 0.943805388235294  
00:11:19.046 --> 00:11:20.986 and if we've intervene early,  
NOTE Confidence: 0.943805388235294  
00:11:20.990 --> 00:11:23.446 we can prevent a lot of things  
NOTE Confidence: 0.943805388235294  
00:11:23.446 --> 00:11:24.574 from happening and.  
NOTE Confidence: 0.943805388235294  
00:11:24.574 --> 00:11:26.560 And so the other thing we need to  
NOTE Confidence: 0.943805388235294

00:11:26.560 --> 00:11:28.648 do is we need to train leaders.  
NOTE Confidence: 0.943805388235294

00:11:28.650 --> 00:11:30.398 To hold people accountable.  
NOTE Confidence: 0.943805388235294

00:11:30.398 --> 00:11:32.146 And this doesn't necessarily  
NOTE Confidence: 0.943805388235294

00:11:32.146 --> 00:11:33.889 come naturally to everybody.  
NOTE Confidence: 0.943805388235294

00:11:33.890 --> 00:11:36.090 So we've developed some leadership  
NOTE Confidence: 0.943805388235294

00:11:36.090 --> 00:11:37.946 training led by the people you see  
NOTE Confidence: 0.943805388235294

00:11:37.946 --> 00:11:39.410 here and particularly Bob Rohrbaugh,  
NOTE Confidence: 0.943805388235294

00:11:39.410 --> 00:11:42.818 who's the deputy Dean for Professional  
NOTE Confidence: 0.943805388235294

00:11:42.818 --> 00:11:44.522 and Leadership Development.  
NOTE Confidence: 0.943805388235294

00:11:44.530 --> 00:11:46.730 And so we're tracking what this looks like.  
NOTE Confidence: 0.943805388235294

00:11:46.730 --> 00:11:50.582 And this is an example of 1 year's kind  
NOTE Confidence: 0.943805388235294

00:11:50.582 --> 00:11:54.489 of things that have risen to that office.  
NOTE Confidence: 0.943805388235294

00:11:54.490 --> 00:11:56.722 And you'll see that the vast  
NOTE Confidence: 0.943805388235294

00:11:56.722 --> 00:11:58.962 majority of them around what we  
NOTE Confidence: 0.943805388235294

00:11:58.962 --> 00:12:00.090 would call professionalism,  
NOTE Confidence: 0.943805388235294

00:12:00.090 --> 00:12:01.690 some around work unit culture,

NOTE Confidence: 0.943805388235294  
00:12:01.690 --> 00:12:03.718 where sometimes a new chair or  
NOTE Confidence: 0.943805388235294  
00:12:03.718 --> 00:12:06.050 sometimes an old chair is struggling  
NOTE Confidence: 0.943805388235294  
00:12:06.050 --> 00:12:08.330 with how to communicate effectively.  
NOTE Confidence: 0.943805388235294  
00:12:08.330 --> 00:12:10.850 And there's and we can help that  
NOTE Confidence: 0.943805388235294  
00:12:10.850 --> 00:12:13.754 group by doing group culture,  
NOTE Confidence: 0.943805388235294  
00:12:13.754 --> 00:12:15.210 group coaching  
NOTE Confidence: 0.9452853  
00:12:15.210 --> 00:12:17.790 and when you look at those  
NOTE Confidence: 0.9452853  
00:12:17.790 --> 00:12:18.650 professionalism issues.  
NOTE Confidence: 0.9452853  
00:12:18.650 --> 00:12:21.242 You know some of it happens in the hospital,  
NOTE Confidence: 0.9452853  
00:12:21.250 --> 00:12:24.379 things aren't going well in the OR  
NOTE Confidence: 0.9452853  
00:12:24.379 --> 00:12:27.036 and someone reacts badly and you  
NOTE Confidence: 0.9452853  
00:12:27.036 --> 00:12:29.366 know that again noticing patterns,  
NOTE Confidence: 0.9452853  
00:12:29.370 --> 00:12:31.053 you know most of it is a one off  
NOTE Confidence: 0.9452853  
00:12:31.053 --> 00:12:32.965 but when you see somebody where  
NOTE Confidence: 0.9452853  
00:12:32.965 --> 00:12:34.297 that's happening very frequently  
NOTE Confidence: 0.9452853

00:12:34.297 --> 00:12:36.364 you might be able to help them and  
NOTE Confidence: 0.9452853

00:12:36.364 --> 00:12:39.370 and avoid those kinds of behaviors.  
NOTE Confidence: 0.9452853

00:12:39.370 --> 00:12:43.132 The other survey that I would feature is a  
NOTE Confidence: 0.9452853

00:12:43.132 --> 00:12:45.528 universitywide survey of our faculty and.  
NOTE Confidence: 0.9452853

00:12:45.530 --> 00:12:46.965 And this was several years ago now.  
NOTE Confidence: 0.9452853

00:12:46.970 --> 00:12:49.650 But it was striking to me that  
NOTE Confidence: 0.9452853

00:12:49.650 --> 00:12:52.050 our faculty didn't feel like  
NOTE Confidence: 0.9452853

00:12:52.050 --> 00:12:53.970 they were adequately mentored.  
NOTE Confidence: 0.9452853

00:12:53.970 --> 00:12:55.890 And when I would have listening  
NOTE Confidence: 0.9452853

00:12:55.890 --> 00:12:57.170 meetings with the faculty,  
NOTE Confidence: 0.957505142857143

00:12:59.290 --> 00:13:01.630 our junior faculty all had  
NOTE Confidence: 0.957505142857143

00:13:01.630 --> 00:13:02.566 mentorship committees.  
NOTE Confidence: 0.957505142857143

00:13:02.570 --> 00:13:04.195 But our midlevel faculty would  
NOTE Confidence: 0.957505142857143

00:13:04.195 --> 00:13:07.010 say things like, I'm not sure my  
NOTE Confidence: 0.957505142857143

00:13:07.010 --> 00:13:09.780 chair knows what it is I'm doing.  
NOTE Confidence: 0.957505142857143

00:13:09.780 --> 00:13:10.949 And then I talked to the chairs

NOTE Confidence: 0.957505142857143  
00:13:10.949 --> 00:13:12.490 and the chairs would say, Oh yes,  
NOTE Confidence: 0.957505142857143  
00:13:12.490 --> 00:13:14.695 I meet with my faculty every year.  
NOTE Confidence: 0.957505142857143  
00:13:14.700 --> 00:13:15.726 It's, you know,  
NOTE Confidence: 0.957505142857143  
00:13:15.726 --> 00:13:17.778 we and there was a disconnect.  
NOTE Confidence: 0.957505142857143  
00:13:17.780 --> 00:13:19.922 And so we got a group together and we  
NOTE Confidence: 0.957505142857143  
00:13:19.922 --> 00:13:21.952 developed something called a faculty  
NOTE Confidence: 0.957505142857143  
00:13:21.952 --> 00:13:23.254 development annual questionnaire.  
NOTE Confidence: 0.957505142857143  
00:13:23.260 --> 00:13:25.420 Very simple.  
NOTE Confidence: 0.957505142857143  
00:13:25.420 --> 00:13:27.828 They can do it in a little red  
NOTE Confidence: 0.957505142857143  
00:13:27.828 --> 00:13:29.748 cap survey And it it's designed  
NOTE Confidence: 0.957505142857143  
00:13:29.748 --> 00:13:32.339 to be a little bit of a forcing  
NOTE Confidence: 0.957505142857143  
00:13:32.340 --> 00:13:33.892 function for that conversation  
NOTE Confidence: 0.957505142857143  
00:13:33.892 --> 00:13:35.832 where the faculty member reflects  
NOTE Confidence: 0.957505142857143  
00:13:35.832 --> 00:13:39.110 on what their goals are and.  
NOTE Confidence: 0.957505142857143  
00:13:39.110 --> 00:13:39.230 The  
NOTE Confidence: 0.899961808181818

00:13:42.230 --> 00:13:43.610 and we coach the chairs a  
NOTE Confidence: 0.899961808181818  
00:13:43.610 --> 00:13:44.790 little bit about how you,  
NOTE Confidence: 0.899961808181818  
00:13:44.790 --> 00:13:46.824 how you have a meaningful conversation  
NOTE Confidence: 0.899961808181818  
00:13:46.824 --> 00:13:49.108 with someone about what those goals are.  
NOTE Confidence: 0.899961808181818  
00:13:49.110 --> 00:13:50.790 We've we piloted it last year.  
NOTE Confidence: 0.899961808181818  
00:13:50.790 --> 00:13:52.746 We've rolled it out this year.  
NOTE Confidence: 0.899961808181818  
00:13:52.750 --> 00:13:55.006 And the response I'll read you a couple  
NOTE Confidence: 0.899961808181818  
00:13:55.006 --> 00:13:57.349 of the comments which I I think are  
NOTE Confidence: 0.899961808181818  
00:13:57.350 --> 00:13:59.828 amazing and and we're continuing to  
NOTE Confidence: 0.899961808181818  
00:13:59.830 --> 00:14:02.742 iterate this so that it's not a burden  
NOTE Confidence: 0.899961808181818  
00:14:02.742 --> 00:14:06.007 for people either the faculty or the chairs.  
NOTE Confidence: 0.899961808181818  
00:14:06.010 --> 00:14:07.430 I appreciate the multiple layers  
NOTE Confidence: 0.899961808181818  
00:14:07.430 --> 00:14:08.566 of mentorship and support.  
NOTE Confidence: 0.899961808181818  
00:14:08.570 --> 00:14:09.000 Invaluable.  
NOTE Confidence: 0.899961808181818  
00:14:09.000 --> 00:14:12.010 I really appreciate that this is formalized.  
NOTE Confidence: 0.899961808181818  
00:14:12.010 --> 00:14:13.480 It helped me think concretely



NOTE Confidence: 0.899961808181818

00:14:13.480 --> 00:14:14.656 about steps toward ensuring

NOTE Confidence: 0.899961808181818

00:14:14.656 --> 00:14:16.286 that I'm on track for promotion,

NOTE Confidence: 0.915591192222222

00:14:18.770 --> 00:14:20.855 move forward to foster faculty

NOTE Confidence: 0.915591192222222

00:14:20.855 --> 00:14:22.523 engagement and and value.

NOTE Confidence: 0.915591192222222

00:14:22.530 --> 00:14:24.399 My chair spent almost 1 1/2 hours

NOTE Confidence: 0.915591192222222

00:14:24.399 --> 00:14:26.427 with me and gave me helpful advice

NOTE Confidence: 0.915591192222222

00:14:26.427 --> 00:14:28.619 and support of a calibre I could

NOTE Confidence: 0.915591192222222

00:14:28.619 --> 00:14:30.549 not possibly have found anywhere.

NOTE Confidence: 0.915591192222222

00:14:30.550 --> 00:14:32.350 In my long association with YSM,

NOTE Confidence: 0.915591192222222

00:14:32.350 --> 00:14:34.306 I've never had a proper appraisal.

NOTE Confidence: 0.915591192222222

00:14:34.310 --> 00:14:36.254 FDAC is a wonderful way to

NOTE Confidence: 0.915591192222222

00:14:36.254 --> 00:14:37.226 democratize faculty evaluation.

NOTE Confidence: 0.915591192222222

00:14:37.230 --> 00:14:38.784 So you know it's a work in

NOTE Confidence: 0.915591192222222

00:14:38.784 --> 00:14:39.910 progress and will iterate,

NOTE Confidence: 0.915591192222222

00:14:39.910 --> 00:14:43.201 but I think I think it's moving along.

NOTE Confidence: 0.915591192222222

00:14:43.201 --> 00:14:45.686 Another group of faculty in  
NOTE Confidence: 0.9155911922222222

00:14:45.686 --> 00:14:47.995 particular that I think we neglect  
NOTE Confidence: 0.9155911922222222

00:14:47.995 --> 00:14:50.470 is are our research track faculty.  
NOTE Confidence: 0.9155911922222222

00:14:50.470 --> 00:14:52.755 These are the non ladder  
NOTE Confidence: 0.9155911922222222

00:14:52.755 --> 00:14:54.583 faculty who are particularly.  
NOTE Confidence: 0.9155911922222222

00:14:54.590 --> 00:14:56.270 Important to our research mission.  
NOTE Confidence: 0.9155911922222222

00:14:56.270 --> 00:14:58.862 And so last year a task force suggested  
NOTE Confidence: 0.9155911922222222

00:14:58.862 --> 00:15:01.525 some things that we needed to do and  
NOTE Confidence: 0.9155911922222222

00:15:01.525 --> 00:15:03.196 and these I'm highlighting those  
NOTE Confidence: 0.9155911922222222

00:15:03.196 --> 00:15:05.628 that have been done in the last year.  
NOTE Confidence: 0.9155911922222222

00:15:05.630 --> 00:15:06.942 This seems pretty basic,  
NOTE Confidence: 0.9155911922222222

00:15:06.942 --> 00:15:08.582 but standardizing the offer letter,  
NOTE Confidence: 0.9155911922222222

00:15:08.590 --> 00:15:10.588 when somebody joins the research track,  
NOTE Confidence: 0.9155911922222222

00:15:10.590 --> 00:15:12.348 they're sometimes joining it as a  
NOTE Confidence: 0.9155911922222222

00:15:12.348 --> 00:15:14.590 bridge to a tenure track appointment.  
NOTE Confidence: 0.9155911922222222

00:15:14.590 --> 00:15:15.886 They're sometimes joining it

NOTE Confidence: 0.915591192222222

00:15:15.886 --> 00:15:18.187 because they have no desire to be

NOTE Confidence: 0.915591192222222

00:15:18.187 --> 00:15:19.395 an independent investigator and

NOTE Confidence: 0.915591192222222

00:15:19.395 --> 00:15:21.510 they want to be part of a team.

NOTE Confidence: 0.915591192222222

00:15:21.510 --> 00:15:23.890 And we need to make sure that

NOTE Confidence: 0.915591192222222

00:15:23.890 --> 00:15:25.294 there's clear understanding of

NOTE Confidence: 0.915591192222222

00:15:25.294 --> 00:15:27.190 which that is when somebody joins.

NOTE Confidence: 0.915591192222222

00:15:27.190 --> 00:15:28.674 There are multiple pathways.

NOTE Confidence: 0.915591192222222

00:15:28.674 --> 00:15:29.787 We've developed those.

NOTE Confidence: 0.915591192222222

00:15:29.790 --> 00:15:32.550 And then when we started the F DAC,

NOTE Confidence: 0.915591192222222

00:15:32.550 --> 00:15:34.321 we didn't have one for the research

NOTE Confidence: 0.915591192222222

00:15:34.321 --> 00:15:35.930 track faculty, which is, you know,

NOTE Confidence: 0.915591192222222

00:15:35.930 --> 00:15:37.305 maybe a little bit insulting.

NOTE Confidence: 0.915591192222222

00:15:37.310 --> 00:15:38.870 So we've added that.

NOTE Confidence: 0.915591192222222

00:15:38.870 --> 00:15:41.750 So we are measuring what we're doing.

NOTE Confidence: 0.915591192222222

00:15:41.750 --> 00:15:44.225 This is a slide that I show every year

NOTE Confidence: 0.915591192222222

00:15:44.225 --> 00:15:47.048 at the state of the school just to show.

NOTE Confidence: 0.915591192222222

00:15:47.050 --> 00:15:47.810 You know,

NOTE Confidence: 0.915591192222222

00:15:47.810 --> 00:15:50.090 doing these very simple things are

NOTE Confidence: 0.915591192222222

00:15:50.090 --> 00:15:52.607 what is what are we succeeding?

NOTE Confidence: 0.915591192222222

00:15:52.610 --> 00:15:55.402 And you can see that we are growing

NOTE Confidence: 0.915591192222222

00:15:55.402 --> 00:15:57.950 the proportion of our faculty who

NOTE Confidence: 0.915591192222222

00:15:57.950 --> 00:16:00.030 are underrepresented in medicine more

NOTE Confidence: 0.915591192222222

00:16:00.030 --> 00:16:01.530 at the assistant professor level.

NOTE Confidence: 0.915591192222222

00:16:01.530 --> 00:16:03.346 But we're now starting to see the same

NOTE Confidence: 0.915591192222222

00:16:03.346 --> 00:16:05.008 trend in the associate professor.

NOTE Confidence: 0.915591192222222

00:16:05.010 --> 00:16:06.156 And with time,

NOTE Confidence: 0.915591192222222

00:16:06.156 --> 00:16:08.436 I'm hoping in the professor level

NOTE Confidence: 0.915591192222222

00:16:08.436 --> 00:16:10.674 this is what our proportion of

NOTE Confidence: 0.915591192222222

00:16:10.674 --> 00:16:12.768 faculty who are women look like.

NOTE Confidence: 0.915591192222222

00:16:12.770 --> 00:16:15.388 We've been at 50% now in our

NOTE Confidence: 0.915591192222222

00:16:15.388 --> 00:16:17.290 assistant professors for some time.

NOTE Confidence: 0.915591192222222

00:16:17.290 --> 00:16:19.822 And we even show things like, you know,

NOTE Confidence: 0.915591192222222

00:16:19.822 --> 00:16:21.766 of our endowed professorships,

NOTE Confidence: 0.915591192222222

00:16:21.770 --> 00:16:23.435 what's the proportion of people

NOTE Confidence: 0.915591192222222

00:16:23.435 --> 00:16:24.767 who who hold them.

NOTE Confidence: 0.915591192222222

00:16:24.770 --> 00:16:27.194 And and as part of our

NOTE Confidence: 0.915591192222222

00:16:27.194 --> 00:16:28.406 efforts at transparency,

NOTE Confidence: 0.915591192222222

00:16:28.410 --> 00:16:30.018 all of this is available to

NOTE Confidence: 0.915591192222222

00:16:30.018 --> 00:16:31.450 our faculty at any time.

NOTE Confidence: 0.915591192222222

00:16:31.450 --> 00:16:34.050 They can go on our website and look at it.

NOTE Confidence: 0.935940661428572

00:16:36.210 --> 00:16:40.322 So let me turn to education and we,

NOTE Confidence: 0.935940661428572

00:16:40.322 --> 00:16:44.008 first of all, I want to highlight a couple of

NOTE Confidence: 0.935940661428572

00:16:44.008 --> 00:16:47.088 leadership changes in the last three years.

NOTE Confidence: 0.935940661428572

00:16:47.090 --> 00:16:49.211 When I arrived, Richard Belitzky had been

NOTE Confidence: 0.935940661428572

00:16:49.211 --> 00:16:51.977 in his role for 15 years and and I think

NOTE Confidence: 0.935940661428572

00:16:51.977 --> 00:16:54.009 within about two months came and said,

NOTE Confidence: 0.935940661428572

00:16:54.010 --> 00:16:55.482 you know, I've talked,  
NOTE Confidence: 0.935940661428572

00:16:55.482 --> 00:16:57.641 I'd talked to Bob and I'm,  
NOTE Confidence: 0.935940661428572

00:16:57.641 --> 00:17:00.129 I'm ready to step down from this role.  
NOTE Confidence: 0.935940661428572

00:17:00.130 --> 00:17:03.287 And Missy and Goff did as well.  
NOTE Confidence: 0.935940661428572

00:17:03.290 --> 00:17:05.826 So we had a national search and we  
NOTE Confidence: 0.935940661428572

00:17:05.826 --> 00:17:07.793 recruited Jessica Aluzzi from within to  
NOTE Confidence: 0.935940661428572

00:17:07.793 --> 00:17:10.370 become our new deputy Dean for education.  
NOTE Confidence: 0.935940661428572

00:17:10.370 --> 00:17:12.725 She took that role in January 2021.  
NOTE Confidence: 0.935940661428572

00:17:12.725 --> 00:17:15.335 She in turn recruited John Francis,  
NOTE Confidence: 0.935940661428572

00:17:15.340 --> 00:17:17.615 I think some of you met John  
NOTE Confidence: 0.935940661428572

00:17:17.620 --> 00:17:20.740 yesterday to succeed Nancy and Goff.  
NOTE Confidence: 0.935940661428572

00:17:20.740 --> 00:17:23.778 John had been here in infectious diseases,  
NOTE Confidence: 0.935940661428572

00:17:23.780 --> 00:17:25.724 had and had been one of  
NOTE Confidence: 0.935940661428572

00:17:25.724 --> 00:17:26.696 our academic advisors.  
NOTE Confidence: 0.935940661428572

00:17:26.700 --> 00:17:27.696 He had left to be a  
NOTE Confidence: 0.9654121

00:17:29.940 --> 00:17:31.698 associate Dean for student affairs elsewhere.

NOTE Confidence: 0.9654121

00:17:31.700 --> 00:17:33.380 And so we were able to recruit

NOTE Confidence: 0.9654121

00:17:33.380 --> 00:17:35.280 him back and some other leaders

NOTE Confidence: 0.9654121

00:17:35.280 --> 00:17:37.055 in our student diversity office.

NOTE Confidence: 0.9654121

00:17:37.060 --> 00:17:40.282 And I'll point out the recruitment

NOTE Confidence: 0.9654121

00:17:40.282 --> 00:17:43.580 of a licensed social worker.

NOTE Confidence: 0.9654121

00:17:43.580 --> 00:17:45.660 To support our students

NOTE Confidence: 0.9654121

00:17:45.660 --> 00:17:48.260 in terms of mental health,

NOTE Confidence: 0.9654121

00:17:48.260 --> 00:17:51.690 40% of our students have seek

NOTE Confidence: 0.9654121

00:17:51.690 --> 00:17:54.780 some sort of mental health support

NOTE Confidence: 0.9654121

00:17:54.780 --> 00:17:55.860 during the time that they're here.

NOTE Confidence: 0.9654121

00:17:55.860 --> 00:17:58.820 And this is nationally true.

NOTE Confidence: 0.9654121

00:17:58.820 --> 00:18:01.076 For our students who are located

NOTE Confidence: 0.9654121

00:18:01.076 --> 00:18:02.580 here doing their clerkships.

NOTE Confidence: 0.9654121

00:18:02.580 --> 00:18:05.460 The burden of getting over to Yale Health

NOTE Confidence: 0.9654121

00:18:05.460 --> 00:18:07.809 in the middle of the day can be tough.

NOTE Confidence: 0.9654121

00:18:07.810 --> 00:18:09.847 And so we've created a satellite here.  
NOTE Confidence: 0.9654121

00:18:09.850 --> 00:18:11.405 It also helps triage people  
NOTE Confidence: 0.9654121

00:18:11.405 --> 00:18:12.649 if they need help.  
NOTE Confidence: 0.9654121

00:18:12.650 --> 00:18:14.090 And this has been,  
NOTE Confidence: 0.9654121

00:18:14.090 --> 00:18:16.970 I think really important to our students.  
NOTE Confidence: 0.9654121

00:18:16.970 --> 00:18:19.978 So this is a profile of the class  
NOTE Confidence: 0.9654121

00:18:19.978 --> 00:18:22.210 that entered this past August.  
NOTE Confidence: 0.9654121

00:18:22.210 --> 00:18:26.290 We will completely codify our incoming  
NOTE Confidence: 0.9654121

00:18:26.290 --> 00:18:29.610 class in in the middle of June.  
NOTE Confidence: 0.9654121

00:18:29.610 --> 00:18:31.402 But this is pretty typical of what  
NOTE Confidence: 0.9654121

00:18:31.402 --> 00:18:33.091 where we've been in the last few  
NOTE Confidence: 0.9654121

00:18:33.091 --> 00:18:36.746 years with 24 to 28% of our students.  
NOTE Confidence: 0.9654121

00:18:36.750 --> 00:18:38.975 Coming from groups that are  
NOTE Confidence: 0.9654121

00:18:38.975 --> 00:18:39.865 traditionally underrepresented,  
NOTE Confidence: 0.9654121

00:18:39.870 --> 00:18:43.080 about 15% of our students being  
NOTE Confidence: 0.9654121

00:18:43.080 --> 00:18:45.170 first generation students coming



NOTE Confidence: 0.9654121

00:18:45.170 --> 00:18:48.230 from really top notch places and

NOTE Confidence: 0.9654121

00:18:48.230 --> 00:18:50.540 GPA's and MCAT scores that I don't

NOTE Confidence: 0.9654121

00:18:50.540 --> 00:18:52.190 think I could have gotten into Yale

NOTE Confidence: 0.917347953846154

00:18:54.270 --> 00:18:57.054 and and I'll tell you that next year's

NOTE Confidence: 0.917347953846154

00:18:57.054 --> 00:18:59.148 class looks even more fantastic

NOTE Confidence: 0.9301901

00:19:01.190 --> 00:19:04.466 and so. That's what comes in the door.

NOTE Confidence: 0.9301901

00:19:04.470 --> 00:19:05.639 And you know when you want to

NOTE Confidence: 0.9301901

00:19:05.639 --> 00:19:06.669 think about how you're doing,

NOTE Confidence: 0.9301901

00:19:06.670 --> 00:19:08.532 you also want to look at where

NOTE Confidence: 0.9301901

00:19:08.532 --> 00:19:10.388 they go when they leave here.

NOTE Confidence: 0.9301901

00:19:10.390 --> 00:19:13.243 And I just wanted to share with you our

NOTE Confidence: 0.9301901

00:19:13.243 --> 00:19:15.960 match this year because it was a really

NOTE Confidence: 0.9301901

00:19:15.960 --> 00:19:18.347 good day on match day and phenomenal.

NOTE Confidence: 0.9301901

00:19:18.347 --> 00:19:21.126 We we always send a lot of

NOTE Confidence: 0.9301901

00:19:21.126 --> 00:19:23.750 people to the Harvard programs.

NOTE Confidence: 0.9301901

00:19:23.750 --> 00:19:25.870 Last year was the first year in a long time.  
NOTE Confidence: 0.9301901

00:19:25.870 --> 00:19:27.535 We actually retained more at  
NOTE Confidence: 0.9301901

00:19:27.535 --> 00:19:29.926 Yale than we sent to Boston.  
NOTE Confidence: 0.9301901

00:19:29.926 --> 00:19:33.622 But you'll see we sent something like  
NOTE Confidence: 0.9301901

00:19:33.622 --> 00:19:36.110 30 some odd students to California.  
NOTE Confidence: 0.9301901

00:19:36.110 --> 00:19:37.990 Most had come from California,  
NOTE Confidence: 0.9301901

00:19:37.990 --> 00:19:40.265 but 15 to UCSFI mean it's So  
NOTE Confidence: 0.942937173333333

00:19:42.990 --> 00:19:45.643 what? What allows us to attract such  
NOTE Confidence: 0.942937173333333

00:19:45.643 --> 00:19:48.106 incredible students and why do they do well?  
NOTE Confidence: 0.942937173333333

00:19:48.110 --> 00:19:50.678 And I believe and I think everybody in  
NOTE Confidence: 0.942937173333333

00:19:50.678 --> 00:19:53.069 this room would would say the same,  
NOTE Confidence: 0.942937173333333

00:19:53.070 --> 00:19:54.870 that it's our Yale system,  
NOTE Confidence: 0.942937173333333

00:19:54.870 --> 00:19:58.578 we attract people who are curious.  
NOTE Confidence: 0.942937173333333

00:19:58.580 --> 00:20:03.179 Who are fundamentally motivated and we put  
NOTE Confidence: 0.942937173333333

00:20:03.179 --> 00:20:06.691 them in an environment where they can guide  
NOTE Confidence: 0.942937173333333

00:20:06.691 --> 00:20:10.050 their own learning and we are really I

NOTE Confidence: 0.942937173333333  
00:20:10.050 --> 00:20:12.500 think selling this to the incoming students.  
NOTE Confidence: 0.942937173333333  
00:20:12.500 --> 00:20:13.796 These are some quotations  
NOTE Confidence: 0.942937173333333  
00:20:13.796 --> 00:20:15.740 that appear on our web pages.  
NOTE Confidence: 0.942937173333333  
00:20:15.740 --> 00:20:17.740 There are many, many more.  
NOTE Confidence: 0.942937173333333  
00:20:17.740 --> 00:20:20.710 And so our current students value  
NOTE Confidence: 0.942937173333333  
00:20:20.710 --> 00:20:23.859 this just as much as you did,  
NOTE Confidence: 0.942937173333333  
00:20:23.860 --> 00:20:27.759 I would say as we look to.  
NOTE Confidence: 0.942937173333333  
00:20:27.760 --> 00:20:28.960 Recruit the best and brightest.  
NOTE Confidence: 0.942937173333333  
00:20:28.960 --> 00:20:31.403 One of the other important things is  
NOTE Confidence: 0.942937173333333  
00:20:31.403 --> 00:20:34.520 that we make medical education debt free.  
NOTE Confidence: 0.942937173333333  
00:20:34.520 --> 00:20:36.445 Several places have made medical  
NOTE Confidence: 0.942937173333333  
00:20:36.445 --> 00:20:37.600 education tuition free.  
NOTE Confidence: 0.942937173333333  
00:20:37.600 --> 00:20:38.600 But when you do that,  
NOTE Confidence: 0.942937173333333  
00:20:38.600 --> 00:20:40.938 there's still a fair amount of debt  
NOTE Confidence: 0.942937173333333  
00:20:40.938 --> 00:20:43.352 burden because of the cost of living.  
NOTE Confidence: 0.942937173333333

00:20:43.352 --> 00:20:44.120 You know,  
NOTE Confidence: 0.9429371733333333

00:20:44.120 --> 00:20:46.280 room and board and all those sorts of things.  
NOTE Confidence: 0.9429371733333333

00:20:46.280 --> 00:20:48.079 The way we do our financial packages,  
NOTE Confidence: 0.9429371733333333

00:20:48.080 --> 00:20:50.920 we calculate the total cost.  
NOTE Confidence: 0.9429371733333333

00:20:50.920 --> 00:20:53.205 We calculate the ability of  
NOTE Confidence: 0.9429371733333333

00:20:53.205 --> 00:20:55.033 the family to contribute.  
NOTE Confidence: 0.9429371733333333

00:20:55.040 --> 00:20:58.176 We expect students to work one summer.  
NOTE Confidence: 0.9429371733333333

00:20:58.180 --> 00:20:59.608 Potentially very little money.  
NOTE Confidence: 0.9429371733333333

00:20:59.608 --> 00:21:02.140 And then they have a unit loan.  
NOTE Confidence: 0.9429371733333333

00:21:02.140 --> 00:21:04.996 And Bob Alpern had started to  
NOTE Confidence: 0.9429371733333333

00:21:04.996 --> 00:21:07.839 cap that unit loan and had gotten  
NOTE Confidence: 0.9429371733333333

00:21:07.839 --> 00:21:09.908 it down to \$15,000 a year.  
NOTE Confidence: 0.9429371733333333

00:21:09.908 --> 00:21:12.540 And I'm very excited that this year  
NOTE Confidence: 0.9429371733333333

00:21:12.540 --> 00:21:16.082 through a \$25 million gift from the  
NOTE Confidence: 0.9429371733333333

00:21:16.082 --> 00:21:18.228 STAR Foundation and Hank Greenberg,  
NOTE Confidence: 0.9429371733333333

00:21:18.228 --> 00:21:21.285 we've now reduced the unit loan to \$10,000.

NOTE Confidence: 0.942937173333333

00:21:21.285 --> 00:21:23.835 Which means a student with financial

NOTE Confidence: 0.942937173333333

00:21:23.835 --> 00:21:26.294 aid who graduates would have a

NOTE Confidence: 0.942937173333333

00:21:26.294 --> 00:21:28.149 maximum debt from medical school

NOTE Confidence: 0.942937173333333

00:21:28.149 --> 00:21:30.108 of 40,000 after four years.

NOTE Confidence: 0.942937173333333

00:21:30.110 --> 00:21:32.588 And you know, the question is,

NOTE Confidence: 0.942937173333333

00:21:32.590 --> 00:21:36.150 do we take that all the way down to 0 next?

NOTE Confidence: 0.942937173333333

00:21:36.150 --> 00:21:38.390 My inclination is that we need to

NOTE Confidence: 0.942937173333333

00:21:38.390 --> 00:21:41.023 expand the the number of students who

NOTE Confidence: 0.942937173333333

00:21:41.023 --> 00:21:43.423 are eligible for financial aid first,

NOTE Confidence: 0.942937173333333

00:21:43.430 --> 00:21:45.078 because I think we have a bit of

NOTE Confidence: 0.942937173333333

00:21:45.078 --> 00:21:46.840 a donut hole where we have some

NOTE Confidence: 0.942937173333333

00:21:46.840 --> 00:21:49.060 students who are on the border

NOTE Confidence: 0.942937173333333

00:21:49.060 --> 00:21:51.698 and graduate with some debt.

NOTE Confidence: 0.942937173333333

00:21:51.700 --> 00:21:53.636 But you can see where we are compared

NOTE Confidence: 0.942937173333333

00:21:53.636 --> 00:21:55.500 to our peers and this is last year.

NOTE Confidence: 0.942937173333333

00:21:55.500 --> 00:21:58.157 We don't have this year's other  
NOTE Confidence: 0.9429371733333333

00:21:58.157 --> 00:22:00.179 everybody else's data for this year,  
NOTE Confidence: 0.9429371733333333

00:22:00.180 --> 00:22:02.635 but we're roughly half of  
NOTE Confidence: 0.9429371733333333

00:22:02.635 --> 00:22:05.420 the national average.  
NOTE Confidence: 0.9429371733333333

00:22:05.420 --> 00:22:07.833 I also want to highlight your  
NOTE Confidence: 0.9429371733333333

00:22:07.833 --> 00:22:10.177 role in helping us and I want to  
NOTE Confidence: 0.9429371733333333

00:22:10.177 --> 00:22:13.083 thank you for the work that you're  
NOTE Confidence: 0.9429371733333333

00:22:13.083 --> 00:22:14.775 already doing creating mentorship  
NOTE Confidence: 0.9429371733333333

00:22:14.847 --> 00:22:17.020 programs for our current students.  
NOTE Confidence: 0.9429371733333333

00:22:17.020 --> 00:22:20.796 But one of the things that I  
NOTE Confidence: 0.9429371733333333

00:22:20.796 --> 00:22:24.548 think we should be doing is really  
NOTE Confidence: 0.9429371733333333

00:22:24.548 --> 00:22:26.925 leveraging you in your community  
NOTE Confidence: 0.9429371733333333

00:22:26.925 --> 00:22:29.535 to reach out to our students.  
NOTE Confidence: 0.9429371733333333

00:22:29.540 --> 00:22:32.150 And so we're starting to do  
NOTE Confidence: 0.9429371733333333

00:22:32.150 --> 00:22:34.440 more dinners around the country  
NOTE Confidence: 0.9429371733333333

00:22:34.440 --> 00:22:37.218 to reach alumni where you are.

NOTE Confidence: 0.942937173333333

00:22:37.220 --> 00:22:39.060 And this is a sample of some of

NOTE Confidence: 0.942937173333333

00:22:39.060 --> 00:22:40.847 them that we've done in the last

NOTE Confidence: 0.942937173333333

00:22:40.847 --> 00:22:42.544 year and I'm really delighted.

NOTE Confidence: 0.942937173333333

00:22:42.544 --> 00:22:43.266 To share,

NOTE Confidence: 0.942937173333333

00:22:43.270 --> 00:22:45.403 I think some of you met Anne yesterday.

NOTE Confidence: 0.942937173333333

00:22:45.403 --> 00:22:47.734 She was the person sitting with your

NOTE Confidence: 0.942937173333333

00:22:47.734 --> 00:22:49.547 class wearing a class of 90 badge,

NOTE Confidence: 0.942937173333333

00:22:49.550 --> 00:22:52.310 and you were trying to figure out why.

NOTE Confidence: 0.942937173333333

00:22:52.310 --> 00:22:56.070 But Anne is a was a brown undergraduate,

NOTE Confidence: 0.9398842575

00:22:56.070 --> 00:22:58.080 Yale medical alum,

NOTE Confidence: 0.9398842575

00:22:58.080 --> 00:23:01.430 practicing ophthalmologist in New York.

NOTE Confidence: 0.9398842575

00:23:01.430 --> 00:23:03.410 And we've convinced her to spend

NOTE Confidence: 0.9398842575

00:23:03.410 --> 00:23:06.560 a little bit of her time as the

NOTE Confidence: 0.9398842575

00:23:06.560 --> 00:23:09.585 new Director of Alumni engagement.

NOTE Confidence: 0.9398842575

00:23:09.590 --> 00:23:12.947 And one of our visions is that we will.

NOTE Confidence: 0.9398842575

00:23:12.950 --> 00:23:16.796 That that Ann will create a program that,

NOTE Confidence: 0.9398842575

00:23:16.796 --> 00:23:19.358 as we admit students will be able

NOTE Confidence: 0.9398842575

00:23:19.358 --> 00:23:22.041 to create outreach so that you can

NOTE Confidence: 0.9398842575

00:23:22.041 --> 00:23:24.790 reach them if if they're from your

NOTE Confidence: 0.9398842575

00:23:24.790 --> 00:23:27.030 city and talk to them about the

NOTE Confidence: 0.9398842575

00:23:27.030 --> 00:23:28.470 Yale system and your experience.

NOTE Confidence: 0.9398842575

00:23:28.470 --> 00:23:30.794 And I think that this will even

NOTE Confidence: 0.9398842575

00:23:30.794 --> 00:23:32.628 further enhance the quality of

NOTE Confidence: 0.9398842575

00:23:32.628 --> 00:23:34.538 students were able to recruit.

NOTE Confidence: 0.9398842575

00:23:34.540 --> 00:23:37.452 I want to mention that we've been involved

NOTE Confidence: 0.9398842575

00:23:37.452 --> 00:23:39.980 in strategic planning around education,

NOTE Confidence: 0.9398842575

00:23:39.980 --> 00:23:41.762 and I think Jessica Lucy has

NOTE Confidence: 0.9398842575

00:23:41.762 --> 00:23:43.579 shared some of this with you.

NOTE Confidence: 0.9398842575

00:23:43.580 --> 00:23:43.620 A

NOTE Confidence: 0.93421556

00:23:45.820 --> 00:23:50.152 lot of this is around improving and

NOTE Confidence: 0.93421556

00:23:50.152 --> 00:23:52.576 innovating in medical education.



NOTE Confidence: 0.93421556

00:23:52.580 --> 00:23:54.456 You know, we, like so many schools,

NOTE Confidence: 0.93421556

00:23:54.460 --> 00:23:59.396 had these courses where our faculty would

NOTE Confidence: 0.93421556

00:23:59.396 --> 00:24:02.812 lecture with a PowerPoint like this okay.

NOTE Confidence: 0.93421556

00:24:02.820 --> 00:24:05.940 And it was pretty passive and with COVID,

NOTE Confidence: 0.93421556

00:24:05.940 --> 00:24:07.750 you know we did zoom but we learned that we

NOTE Confidence: 0.93421556

00:24:07.801 --> 00:24:09.617 need to do things a little bit differently.

NOTE Confidence: 0.93421556

00:24:09.620 --> 00:24:12.380 You saw the SIM center very

NOTE Confidence: 0.93421556

00:24:12.380 --> 00:24:14.624 hands-on way of learning that.

NOTE Confidence: 0.93421556

00:24:14.624 --> 00:24:20.220 We have a lot of people working on new

NOTE Confidence: 0.93421556

00:24:20.220 --> 00:24:23.335 technology based ways to learn anatomy,

NOTE Confidence: 0.93421556

00:24:23.340 --> 00:24:25.580 to think in 3D.

NOTE Confidence: 0.93421556

00:24:25.580 --> 00:24:28.898 We also hear from our students that

NOTE Confidence: 0.93421556

00:24:28.900 --> 00:24:31.078 although they don't want you know.

NOTE Confidence: 0.93421556

00:24:31.080 --> 00:24:31.980 Grades and tests,

NOTE Confidence: 0.93421556

00:24:31.980 --> 00:24:34.080 they do want ways to assess themselves,

NOTE Confidence: 0.93421556

00:24:34.080 --> 00:24:35.230 they want ways when they're  
NOTE Confidence: 0.93421556

00:24:35.230 --> 00:24:35.920 thinking about it.  
NOTE Confidence: 0.93421556

00:24:35.920 --> 00:24:38.125 So we have some of the country's  
NOTE Confidence: 0.93421556

00:24:38.125 --> 00:24:40.348 experts in that kind of self-directed  
NOTE Confidence: 0.93421556

00:24:40.348 --> 00:24:42.754 assessment and so we're working on  
NOTE Confidence: 0.93421556

00:24:42.754 --> 00:24:44.830 that and then expanding our advisor  
NOTE Confidence: 0.93421556

00:24:44.830 --> 00:24:47.040 program into a a coaching program.  
NOTE Confidence: 0.93421556

00:24:47.040 --> 00:24:50.424 So we had a gazillion applicants  
NOTE Confidence: 0.93421556

00:24:50.424 --> 00:24:53.612 for 16 coaching positions and we  
NOTE Confidence: 0.93421556

00:24:53.612 --> 00:24:56.408 will launch that program in June.  
NOTE Confidence: 0.93421556

00:24:56.410 --> 00:24:58.888 Work in supporting our own faculty.  
NOTE Confidence: 0.93421556

00:24:58.890 --> 00:25:03.642 We've revised our tracks in the faculty  
NOTE Confidence: 0.93421556

00:25:03.642 --> 00:25:07.182 handbook to really reward teaching.  
NOTE Confidence: 0.93421556

00:25:07.182 --> 00:25:10.514 We've developed educational leaders in each  
NOTE Confidence: 0.93421556

00:25:10.514 --> 00:25:13.250 department beyond what we had previously.  
NOTE Confidence: 0.93421556

00:25:13.250 --> 00:25:15.434 We've done work to improve our what used

NOTE Confidence: 0.93421556

00:25:15.434 --> 00:25:17.618 to be the teaching and Learning Center

NOTE Confidence: 0.93421556

00:25:17.618 --> 00:25:19.912 to to make that even more effective

NOTE Confidence: 0.93421556

00:25:19.912 --> 00:25:22.444 as a Center for medical education,

NOTE Confidence: 0.93421556

00:25:22.450 --> 00:25:24.410 offering people advanced degrees

NOTE Confidence: 0.93421556

00:25:24.410 --> 00:25:25.880 in medical education.

NOTE Confidence: 0.93421556

00:25:25.880 --> 00:25:27.482 And we've made sure that when

NOTE Confidence: 0.93421556

00:25:27.482 --> 00:25:29.085 we when someone is committing

NOTE Confidence: 0.93421556

00:25:29.085 --> 00:25:30.997 significant effort to education,

NOTE Confidence: 0.93421556

00:25:31.000 --> 00:25:33.525 we're paying them for that time and

NOTE Confidence: 0.93421556

00:25:33.525 --> 00:25:35.715 so they can protect their time.

NOTE Confidence: 0.93421556

00:25:35.720 --> 00:25:38.970 And then lastly, you know,

NOTE Confidence: 0.93421556

00:25:38.970 --> 00:25:40.879 I think some of this is an effect of COVID,

NOTE Confidence: 0.93421556

00:25:40.880 --> 00:25:44.150 but our students are hungry for

NOTE Confidence: 0.93421556

00:25:44.150 --> 00:25:46.650 more opportunities to meet people

NOTE Confidence: 0.93421556

00:25:46.650 --> 00:25:49.470 outside their own class and so.

NOTE Confidence: 0.93421556

00:25:49.470 --> 00:25:50.040 You'll you,  
NOTE Confidence: 0.93421556

00:25:50.040 --> 00:25:51.750 I think you got an e-mail,  
NOTE Confidence: 0.93421556

00:25:51.750 --> 00:25:53.295 we're standing up some advising  
NOTE Confidence: 0.93421556

00:25:53.295 --> 00:25:54.840 colleges that will allow sort  
NOTE Confidence: 0.93421556

00:25:54.891 --> 00:25:56.307 of for vertical integration.  
NOTE Confidence: 0.93421556

00:25:56.310 --> 00:25:58.662 So first year students will be  
NOTE Confidence: 0.93421556

00:25:58.662 --> 00:26:01.256 in dinners with 4th year students  
NOTE Confidence: 0.93421556

00:26:01.256 --> 00:26:04.470 and senior folks we are,  
NOTE Confidence: 0.93421556

00:26:04.470 --> 00:26:07.566 we are working with faculty to  
NOTE Confidence: 0.93421556

00:26:07.566 --> 00:26:11.016 make sure that they understand the  
NOTE Confidence: 0.93421556

00:26:11.016 --> 00:26:14.592 sensitivities of our students much more.  
NOTE Confidence: 0.93421556

00:26:14.592 --> 00:26:16.196 Communication about the learning  
NOTE Confidence: 0.93421556

00:26:16.196 --> 00:26:18.573 environment and again you know in in  
NOTE Confidence: 0.93421556

00:26:18.573 --> 00:26:20.650 the hospital as well as in the school  
NOTE Confidence: 0.93421556

00:26:20.650 --> 00:26:23.250 and then increase community engagement.  
NOTE Confidence: 0.93421556

00:26:23.250 --> 00:26:26.534 We have a wonderful relationship with the

NOTE Confidence: 0.93421556

00:26:26.534 --> 00:26:29.766 pastors of our AM E Zion churches here.

NOTE Confidence: 0.93421556

00:26:29.770 --> 00:26:32.248 They are very engaged in our

NOTE Confidence: 0.93421556

00:26:32.248 --> 00:26:34.146 clinical research programs and more,

NOTE Confidence: 0.93421556

00:26:34.146 --> 00:26:35.130 more and more

NOTE Confidence: 0.9452853

00:26:37.290 --> 00:26:40.050 engaging them in things like in

NOTE Confidence: 0.9452853

00:26:40.050 --> 00:26:42.212 fact our mission statement but

NOTE Confidence: 0.9452853

00:26:42.212 --> 00:26:44.358 in sharing with our students.

NOTE Confidence: 0.9452853

00:26:44.358 --> 00:26:47.087 What the community's interests are, and

NOTE Confidence: 0.9452853

00:26:47.087 --> 00:26:49.783 the students are not always aware of that.

NOTE Confidence: 0.9452853

00:26:49.790 --> 00:26:51.799 They think they have the best and

NOTE Confidence: 0.9452853

00:26:51.799 --> 00:26:53.509 brightest idea in the community,

NOTE Confidence: 0.9452853

00:26:53.510 --> 00:26:54.334 says, you know, no,

NOTE Confidence: 0.9452853

00:26:54.334 --> 00:26:55.710 that's actually not what we're interested in.

NOTE Confidence: 0.9452853

00:26:55.710 --> 00:26:57.348 What we really need is this.

NOTE Confidence: 0.9452853

00:26:57.350 --> 00:27:00.304 So it's a very useful working relationship.

NOTE Confidence: 0.9452853

00:27:00.310 --> 00:27:02.386 And this is just, you know,  
NOTE Confidence: 0.9452853

00:27:02.390 --> 00:27:04.334 we've got an LCMD site visit  
NOTE Confidence: 0.9452853

00:27:04.334 --> 00:27:05.630 for accreditation coming up.  
NOTE Confidence: 0.9452853

00:27:05.630 --> 00:27:07.751 I think it's something like preparing for  
NOTE Confidence: 0.9452853

00:27:07.751 --> 00:27:09.870 a colonoscopy and that's where we are, so.  
NOTE Confidence: 0.9402536

00:27:12.390 --> 00:27:15.435 So talk a little bit about research  
NOTE Confidence: 0.9402536

00:27:15.435 --> 00:27:18.150 and we are sitting right now at  
NOTE Confidence: 0.9402536

00:27:18.150 --> 00:27:21.108 #7 in the country and NIH funding,  
NOTE Confidence: 0.9402536

00:27:21.110 --> 00:27:22.790 you can see that there's a cluster,  
NOTE Confidence: 0.9402536

00:27:22.790 --> 00:27:24.702 they are all in the middle within you  
NOTE Confidence: 0.9402536

00:27:24.702 --> 00:27:27.030 know a couple of millions of of dollars.  
NOTE Confidence: 0.9402536

00:27:27.030 --> 00:27:29.949 And when you look at the departments,  
NOTE Confidence: 0.9402536

00:27:29.950 --> 00:27:31.966 you know obviously internal  
NOTE Confidence: 0.9402536

00:27:31.966 --> 00:27:35.670 medicine and and here psychiatry are  
NOTE Confidence: 0.9402536

00:27:35.670 --> 00:27:37.759 biggest departments with funding.  
NOTE Confidence: 0.9402536

00:27:37.759 --> 00:27:40.657 And psychiatry here is of course

NOTE Confidence: 0.9402536

00:27:40.657 --> 00:27:42.218 extraordinary typically a #1.

NOTE Confidence: 0.9402536

00:27:42.220 --> 00:27:44.530 Comparative medicine is a unique

NOTE Confidence: 0.9402536

00:27:44.530 --> 00:27:46.944 department here and then public health

NOTE Confidence: 0.9402536

00:27:46.944 --> 00:27:49.170 and public health is that's the

NOTE Confidence: 0.9402536

00:27:49.243 --> 00:27:51.538 ranking among public health departments

NOTE Confidence: 0.9402536

00:27:51.538 --> 00:27:54.604 and then it will move to becoming

NOTE Confidence: 0.9402536

00:27:54.604 --> 00:27:57.220 ranked among public health schools.

NOTE Confidence: 0.9402536

00:27:57.220 --> 00:27:59.296 The basic science here is extraordinary.

NOTE Confidence: 0.9402536

00:27:59.300 --> 00:28:01.393 What I didn't appreciate when I came

NOTE Confidence: 0.9402536

00:28:01.393 --> 00:28:03.720 is that the clinical and translational

NOTE Confidence: 0.9402536

00:28:03.720 --> 00:28:05.995 science is also extraordinary And

NOTE Confidence: 0.9402536

00:28:05.995 --> 00:28:07.779 to highlight a few things,

NOTE Confidence: 0.9402536

00:28:07.780 --> 00:28:10.366 the new therapies to prevent type

NOTE Confidence: 0.9402536

00:28:10.366 --> 00:28:11.228 one diabetes.

NOTE Confidence: 0.9402536

00:28:11.230 --> 00:28:12.523 Were developed here,

NOTE Confidence: 0.9402536

00:28:12.523 --> 00:28:14.678 starting with basic science and  
NOTE Confidence: 0.9402536

00:28:14.678 --> 00:28:16.495 understanding how the T cell  
NOTE Confidence: 0.9402536

00:28:16.495 --> 00:28:17.386 attacks the islet.  
NOTE Confidence: 0.9402536

00:28:17.390 --> 00:28:19.735 But now all the way through the  
NOTE Confidence: 0.9402536

00:28:19.735 --> 00:28:21.327 development of antibodies that can  
NOTE Confidence: 0.9402536

00:28:21.327 --> 00:28:23.439 be given to children who are at high  
NOTE Confidence: 0.9402536

00:28:23.502 --> 00:28:25.384 risk for type one diabetes trazepatide.  
NOTE Confidence: 0.9402536

00:28:25.384 --> 00:28:27.508 And I forget the brand name,  
NOTE Confidence: 0.9402536

00:28:27.510 --> 00:28:30.786 but it's the one that's now \$1000 a month.  
NOTE Confidence: 0.9402536

00:28:30.790 --> 00:28:32.986 But for the treatment of obesity.  
NOTE Confidence: 0.9402536

00:28:32.990 --> 00:28:35.946 That trial was led here the,  
NOTE Confidence: 0.9402536

00:28:35.946 --> 00:28:36.818 you know,  
NOTE Confidence: 0.9402536

00:28:36.818 --> 00:28:39.870 some of the Sentinel trials in Alzheimer's.  
NOTE Confidence: 0.9402536

00:28:39.870 --> 00:28:43.180 Obviously the COVID work ketamine  
NOTE Confidence: 0.9402536

00:28:43.180 --> 00:28:45.166 for refractory antidepressants  
NOTE Confidence: 0.9402536

00:28:45.166 --> 00:28:48.470 and for refractory depression.



NOTE Confidence: 0.9402536

00:28:48.470 --> 00:28:51.014 We, Yale University,

NOTE Confidence: 0.9402536

00:28:51.014 --> 00:28:53.600 developed a universitywide scientific

NOTE Confidence: 0.9402536

00:28:53.600 --> 00:28:56.270 strategic plan and I highlight here

NOTE Confidence: 0.9402536

00:28:56.270 --> 00:28:58.892 that much of that strategic plan is

NOTE Confidence: 0.9402536

00:28:58.892 --> 00:29:00.964 very well aligned with what we're

NOTE Confidence: 0.9402536

00:29:00.964 --> 00:29:03.010 doing in the School of Medicine.

NOTE Confidence: 0.9402536

00:29:03.010 --> 00:29:04.770 Tony Koleski and Brian Smith,

NOTE Confidence: 0.9402536

00:29:04.770 --> 00:29:06.250 our Deputy Deans for Research,

NOTE Confidence: 0.9402536

00:29:06.250 --> 00:29:08.660 led a school focused strategic

NOTE Confidence: 0.9402536

00:29:08.660 --> 00:29:11.962 planning exercise in late 2020 to say

NOTE Confidence: 0.9402536

00:29:11.962 --> 00:29:14.783 what do we need to develop that's

NOTE Confidence: 0.9402536

00:29:14.783 --> 00:29:17.248 compatible with the university wide,

NOTE Confidence: 0.9402536

00:29:17.250 --> 00:29:20.286 but focuses on our own gaps.

NOTE Confidence: 0.9402536

00:29:20.290 --> 00:29:22.360 One of those things is physician

NOTE Confidence: 0.9402536

00:29:22.360 --> 00:29:23.050 scientist development,

NOTE Confidence: 0.9402536

00:29:23.050 --> 00:29:25.060 creating an infrastructure so that  
NOTE Confidence: 0.9402536

00:29:25.060 --> 00:29:27.558 we provide salary support for our  
NOTE Confidence: 0.9402536

00:29:27.558 --> 00:29:29.663 starting faculty before they have  
NOTE Confidence: 0.9402536

00:29:29.663 --> 00:29:31.790 that first career development award.  
NOTE Confidence: 0.9402536

00:29:31.790 --> 00:29:33.230 And infrastructure to support  
NOTE Confidence: 0.9402536

00:29:33.230 --> 00:29:35.030 people in making the transition  
NOTE Confidence: 0.9402536

00:29:35.030 --> 00:29:36.950 from the career development award  
NOTE Confidence: 0.9402536

00:29:36.950 --> 00:29:38.830 to the first independent funding,  
NOTE Confidence: 0.9402536

00:29:38.830 --> 00:29:41.680 the RO one that includes oversight  
NOTE Confidence: 0.9402536

00:29:41.680 --> 00:29:42.630 of mentorship,  
NOTE Confidence: 0.9402536

00:29:42.630 --> 00:29:45.805 includes access to a repository  
NOTE Confidence: 0.9402536

00:29:45.805 --> 00:29:47.710 of successful grants,  
NOTE Confidence: 0.9402536

00:29:47.710 --> 00:29:50.720 a internal mock study section where  
NOTE Confidence: 0.9402536

00:29:50.720 --> 00:29:53.063 people can see their grants reviewed and  
NOTE Confidence: 0.9402536

00:29:53.063 --> 00:29:55.415 realize that they need to make a change.  
NOTE Confidence: 0.9402536

00:29:55.420 --> 00:29:57.220 And then the creation of a Janeway society,

NOTE Confidence: 0.9402536

00:29:57.220 --> 00:29:59.334 which includes all of our junior faculty,

NOTE Confidence: 0.9402536

00:29:59.340 --> 00:30:01.014 whether they're in the basic science

NOTE Confidence: 0.9402536

00:30:01.014 --> 00:30:02.700 departments or the clinical departments.

NOTE Confidence: 0.9402536

00:30:02.700 --> 00:30:04.075 They just had their second

NOTE Confidence: 0.9402536

00:30:04.075 --> 00:30:04.900 second annual retreat.

NOTE Confidence: 0.9402536

00:30:04.900 --> 00:30:05.744 Jean Bennett,

NOTE Confidence: 0.9402536

00:30:05.744 --> 00:30:07.854 one of our alumna came

NOTE Confidence: 0.9402536

00:30:07.854 --> 00:30:09.784 and and spoke and Jean's,

NOTE Confidence: 0.9402536

00:30:09.784 --> 00:30:10.432 you know,

NOTE Confidence: 0.9402536

00:30:10.432 --> 00:30:13.060 only curing blindness and and so you know,

NOTE Confidence: 0.9402536

00:30:13.060 --> 00:30:16.180 she's a pretty compelling speaker.

NOTE Confidence: 0.9402536

00:30:16.180 --> 00:30:19.900 We've also developed this year

NOTE Confidence: 0.9402536

00:30:19.900 --> 00:30:22.225 was our inaugural year something

NOTE Confidence: 0.9402536

00:30:22.225 --> 00:30:24.550 called the Science Fellows Program.

NOTE Confidence: 0.9402536

00:30:24.550 --> 00:30:27.882 Which is I would say analogous to

NOTE Confidence: 0.9402536

00:30:27.882 --> 00:30:30.400 the Whitehead in that the intention

NOTE Confidence: 0.9402536

00:30:30.400 --> 00:30:32.230 is that we will recruit postdocs

NOTE Confidence: 0.9402536

00:30:32.230 --> 00:30:34.125 of such caliber that we anticipate

NOTE Confidence: 0.9402536

00:30:34.125 --> 00:30:35.955 we will invite them to stay

NOTE Confidence: 0.936534147826087

00:30:36.020 --> 00:30:38.362 on the faculty. And that's a very

NOTE Confidence: 0.936534147826087

00:30:38.362 --> 00:30:40.227 different model for basic science.

NOTE Confidence: 0.936534147826087

00:30:40.230 --> 00:30:41.762 And we're particularly interested

NOTE Confidence: 0.936534147826087

00:30:41.762 --> 00:30:44.448 in using this as a mechanism to

NOTE Confidence: 0.936534147826087

00:30:44.448 --> 00:30:46.374 increase the diversity both in terms

NOTE Confidence: 0.936534147826087

00:30:46.374 --> 00:30:48.577 of the types of science and the.

NOTE Confidence: 0.936534147826087

00:30:48.580 --> 00:30:49.792 And the applicants.

NOTE Confidence: 0.936534147826087

00:30:49.792 --> 00:30:53.103 And so this year there were the first

NOTE Confidence: 0.936534147826087

00:30:53.103 --> 00:30:55.900 year 134 applications, 11 finalists,

NOTE Confidence: 0.936534147826087

00:30:55.900 --> 00:30:59.500 4 offers and three have accepted.

NOTE Confidence: 0.936534147826087

00:30:59.500 --> 00:31:01.497 And you can see that the applicants

NOTE Confidence: 0.936534147826087

00:31:01.497 --> 00:31:03.482 were very diverse and all

NOTE Confidence: 0.936534147826087  
00:31:03.482 --> 00:31:05.540 three who accepted were women.  
NOTE Confidence: 0.936534147826087  
00:31:05.540 --> 00:31:07.528 That's unusual in our  
NOTE Confidence: 0.936534147826087  
00:31:07.528 --> 00:31:09.019 basic science departments,  
NOTE Confidence: 0.936534147826087  
00:31:09.020 --> 00:31:11.020 not yet any underrepresented medicine,  
NOTE Confidence: 0.936534147826087  
00:31:11.020 --> 00:31:15.490 but some significant improvements there.  
NOTE Confidence: 0.936534147826087  
00:31:15.490 --> 00:31:16.648 To mention that we're, you know,  
NOTE Confidence: 0.936534147826087  
00:31:16.650 --> 00:31:18.710 really focused on making sure  
NOTE Confidence: 0.936534147826087  
00:31:18.710 --> 00:31:20.770 that the technology or faculty  
NOTE Confidence: 0.936534147826087  
00:31:20.840 --> 00:31:22.970 have access to is cutting edge.  
NOTE Confidence: 0.936534147826087  
00:31:22.970 --> 00:31:25.538 We recruited Shan Ju and Song  
NOTE Confidence: 0.936534147826087  
00:31:25.538 --> 00:31:28.967 Penn a year ago to build Fib SEM,  
NOTE Confidence: 0.936534147826087  
00:31:28.970 --> 00:31:30.345 which is a technology they  
NOTE Confidence: 0.936534147826087  
00:31:30.345 --> 00:31:31.445 came from Januia Farm,  
NOTE Confidence: 0.936534147826087  
00:31:31.450 --> 00:31:34.350 a technology that allows incredible  
NOTE Confidence: 0.936534147826087  
00:31:34.350 --> 00:31:36.394 resolution to solve structures,  
NOTE Confidence: 0.936534147826087

00:31:36.394 --> 00:31:39.322 things like building a murphish core.  
NOTE Confidence: 0.936534147826087

00:31:39.330 --> 00:31:42.650 With some other crosscutting resources,  
NOTE Confidence: 0.936534147826087

00:31:42.650 --> 00:31:45.950 we've created a a centralized  
NOTE Confidence: 0.936534147826087

00:31:45.950 --> 00:31:47.710 biorepository for those of you who  
NOTE Confidence: 0.936534147826087

00:31:47.710 --> 00:31:49.249 were here for any period of time.  
NOTE Confidence: 0.936534147826087

00:31:49.250 --> 00:31:52.120 You know that many of our faculty  
NOTE Confidence: 0.936534147826087

00:31:52.120 --> 00:31:53.838 have small biorepositories related  
NOTE Confidence: 0.936534147826087

00:31:53.838 --> 00:31:56.890 to the disease of interest for them.  
NOTE Confidence: 0.936534147826087

00:31:56.890 --> 00:31:59.928 But if you can, if you can,  
NOTE Confidence: 0.936534147826087

00:31:59.930 --> 00:32:01.652 collect those samples in a way  
NOTE Confidence: 0.936534147826087

00:32:01.652 --> 00:32:03.733 that they can be used for other  
NOTE Confidence: 0.936534147826087

00:32:03.733 --> 00:32:05.652 things and you can collate them  
NOTE Confidence: 0.936534147826087

00:32:05.652 --> 00:32:07.938 so that others can use them.  
NOTE Confidence: 0.936534147826087

00:32:07.940 --> 00:32:10.376 This is a very powerful tool and  
NOTE Confidence: 0.936534147826087

00:32:10.376 --> 00:32:13.272 it allows you to to search for new  
NOTE Confidence: 0.936534147826087

00:32:13.272 --> 00:32:15.660 drug targets and and other things.

NOTE Confidence: 0.936534147826087

00:32:15.660 --> 00:32:18.035 I mentioned data science and

NOTE Confidence: 0.936534147826087

00:32:18.035 --> 00:32:19.935 the recruitment of Lucilla.

NOTE Confidence: 0.936534147826087

00:32:19.940 --> 00:32:23.858 Lucilla has brought with her all of us.

NOTE Confidence: 0.936534147826087

00:32:23.858 --> 00:32:26.250 So we are now at Yale engaged of

NOTE Confidence: 0.936534147826087

00:32:26.329 --> 00:32:28.657 the All of Us program in the all

NOTE Confidence: 0.936534147826087

00:32:28.657 --> 00:32:31.260 of Us program which is an NIH

NOTE Confidence: 0.936534147826087

00:32:31.260 --> 00:32:34.364 funded program to collect DNA and

NOTE Confidence: 0.936534147826087

00:32:34.364 --> 00:32:36.140 medical information from.

NOTE Confidence: 0.936534147826087

00:32:36.140 --> 00:32:38.653 It's a million people and we are

NOTE Confidence: 0.936534147826087

00:32:38.653 --> 00:32:41.159 focused here in Connecticut and in

NOTE Confidence: 0.936534147826087

00:32:41.159 --> 00:32:43.068 Puerto Rico and then we've stood

NOTE Confidence: 0.936534147826087

00:32:43.068 --> 00:32:44.900 up some centers in the last year.

NOTE Confidence: 0.936534147826087

00:32:44.900 --> 00:32:47.156 Anya Josheroff was the author who

NOTE Confidence: 0.936534147826087

00:32:47.156 --> 00:32:50.525 has led some of those incredin based

NOTE Confidence: 0.936534147826087

00:32:50.525 --> 00:32:52.897 pharmacologic trials for obesity.

NOTE Confidence: 0.948663085714286

00:32:55.180 --> 00:32:56.824 Mitochondrial biology is something  
NOTE Confidence: 0.948663085714286

00:32:56.824 --> 00:33:01.360 that we're growing in our psychiatry.  
NOTE Confidence: 0.948663085714286

00:33:01.360 --> 00:33:03.880 Department, a lot of interest in the  
NOTE Confidence: 0.948663085714286

00:33:03.880 --> 00:33:05.719 effects of cannabinoids. You know,  
NOTE Confidence: 0.948663085714286

00:33:05.719 --> 00:33:07.957 marijuana has been legalized in many,  
NOTE Confidence: 0.948663085714286

00:33:07.960 --> 00:33:10.277 many States and yet we really don't  
NOTE Confidence: 0.948663085714286

00:33:10.277 --> 00:33:11.799 understand the impact of that.  
NOTE Confidence: 0.948663085714286

00:33:11.800 --> 00:33:14.140 And we believe we're seeing a  
NOTE Confidence: 0.948663085714286

00:33:14.140 --> 00:33:16.240 significant impact in mental health.  
NOTE Confidence: 0.948663085714286

00:33:16.240 --> 00:33:19.089 And then John Sang who was recruited  
NOTE Confidence: 0.948663085714286

00:33:19.089 --> 00:33:20.830 recently doing Systems immunology  
NOTE Confidence: 0.948663085714286

00:33:20.830 --> 00:33:24.022 and you'll be hearing more about that  
NOTE Confidence: 0.948663085714286

00:33:24.022 --> 00:33:26.866 with an announcement in the fall.  
NOTE Confidence: 0.948663085714286

00:33:26.870 --> 00:33:28.868 We are very space constrained and  
NOTE Confidence: 0.948663085714286

00:33:28.868 --> 00:33:31.003 you may not appreciate this just  
NOTE Confidence: 0.948663085714286

00:33:31.003 --> 00:33:33.217 walking around and because you've seen



NOTE Confidence: 0.948663085714286

00:33:33.217 --> 00:33:35.150 new buildings just to Orient you.

NOTE Confidence: 0.948663085714286

00:33:35.150 --> 00:33:38.105 This is College Street here, here, Cedar St.

NOTE Confidence: 0.948663085714286

00:33:38.105 --> 00:33:40.030 and of course Sterling Hall.

NOTE Confidence: 0.948663085714286

00:33:40.030 --> 00:33:44.110 We are over here in tack and we

NOTE Confidence: 0.948663085714286

00:33:44.110 --> 00:33:46.750 have two new buildings going up,

NOTE Confidence: 0.948663085714286

00:33:46.750 --> 00:33:48.190 100 College St.

NOTE Confidence: 0.948663085714286

00:33:48.190 --> 00:33:50.873 which has bridges to three 3300

NOTE Confidence: 0.948663085714286

00:33:50.873 --> 00:33:52.571 George Street and then back to

NOTE Confidence: 0.948663085714286

00:33:52.571 --> 00:33:54.289 the School of Public Health.

NOTE Confidence: 0.948663085714286

00:33:54.290 --> 00:33:56.810 And across the street a new building

NOTE Confidence: 0.948663085714286

00:33:56.810 --> 00:33:59.306 101 College we will that will

NOTE Confidence: 0.948663085714286

00:33:59.306 --> 00:34:02.060 give us more space but the space

NOTE Confidence: 0.948663085714286

00:34:02.060 --> 00:34:03.650 that we call West of Cedar,

NOTE Confidence: 0.948663085714286

00:34:03.650 --> 00:34:05.870 the old hospital that has been

NOTE Confidence: 0.948663085714286

00:34:05.870 --> 00:34:08.160 lab space is some of that will

NOTE Confidence: 0.948663085714286

00:34:08.160 --> 00:34:10.084 need to be decommissioned is the  
NOTE Confidence: 0.948663085714286

00:34:10.084 --> 00:34:11.944 cost of renovating it now exceeds  
NOTE Confidence: 0.948663085714286

00:34:11.944 --> 00:34:13.569 the cost of new space.  
NOTE Confidence: 0.948663085714286

00:34:13.570 --> 00:34:15.110 You get into asbestos mitigation  
NOTE Confidence: 0.948663085714286

00:34:15.110 --> 00:34:16.650 even when you renovate it,  
NOTE Confidence: 0.948663085714286

00:34:16.650 --> 00:34:19.152 it's often still kind of rabbit  
NOTE Confidence: 0.948663085714286

00:34:19.152 --> 00:34:22.230 worn looking labs and so.  
NOTE Confidence: 0.948663085714286

00:34:22.230 --> 00:34:22.645 We,  
NOTE Confidence: 0.948663085714286

00:34:22.645 --> 00:34:25.135 we are have plans after these  
NOTE Confidence: 0.948663085714286

00:34:25.135 --> 00:34:27.828 two to build a new building.  
NOTE Confidence: 0.948663085714286

00:34:27.830 --> 00:34:29.378 All of this is much slower  
NOTE Confidence: 0.948663085714286

00:34:29.378 --> 00:34:30.989 than we would like it to be.  
NOTE Confidence: 0.948663085714286

00:34:30.990 --> 00:34:33.114 We probably should have built a  
NOTE Confidence: 0.948663085714286

00:34:33.114 --> 00:34:35.420 building about 10 years ago and it's  
NOTE Confidence: 0.948663085714286

00:34:35.420 --> 00:34:37.310 slow because of Labor shortages and  
NOTE Confidence: 0.928885925

00:34:40.310 --> 00:34:42.110 supply chain and all those kinds of things,

NOTE Confidence: 0.928885925

00:34:42.110 --> 00:34:44.290 but we will get there.

NOTE Confidence: 0.928885925

00:34:44.290 --> 00:34:45.555 We're trying to be very

NOTE Confidence: 0.928885925

00:34:45.555 --> 00:34:47.210 creative in our use of space.

NOTE Confidence: 0.928885925

00:34:47.210 --> 00:34:50.500 Last on research, we did convene our

NOTE Confidence: 0.928885925

00:34:50.500 --> 00:34:52.450 first scientific Advisory Board.

NOTE Confidence: 0.928885925

00:34:52.450 --> 00:34:55.168 You'll recognize many of these people.

NOTE Confidence: 0.928885925

00:34:55.170 --> 00:34:57.050 This wasn't intentional, but all,

NOTE Confidence: 0.928885925

00:34:57.050 --> 00:35:00.529 all but one have a Yale association

NOTE Confidence: 0.928885925

00:35:00.530 --> 00:35:02.648 and and that's kind of fun.

NOTE Confidence: 0.928885925

00:35:02.650 --> 00:35:04.249 So Nobel laureates,

NOTE Confidence: 0.928885925

00:35:04.249 --> 00:35:05.848 Lasker Prize winners,

NOTE Confidence: 0.928885925

00:35:05.850 --> 00:35:07.370 editor of science, you know,

NOTE Confidence: 0.928885925

00:35:07.370 --> 00:35:09.855 really a very energetic and

NOTE Confidence: 0.928885925

00:35:09.855 --> 00:35:10.849 enthusiastic group,

NOTE Confidence: 0.928885925

00:35:10.850 --> 00:35:13.238 very helpful to us.

NOTE Confidence: 0.928885925

00:35:13.240 --> 00:35:14.240 So the clinical mission  
NOTE Confidence: 0.935221826666667

00:35:16.360 --> 00:35:18.190 I don't think for you  
NOTE Confidence: 0.935221826666667

00:35:18.190 --> 00:35:19.920 know for many of you St.  
NOTE Confidence: 0.935221826666667

00:35:19.920 --> 00:35:22.520 Raves was part of Yale New Haven Hospital,  
NOTE Confidence: 0.935221826666667

00:35:22.520 --> 00:35:24.669 but it is now and that means  
NOTE Confidence: 0.935221826666667

00:35:24.669 --> 00:35:27.137 that we currently have one of the  
NOTE Confidence: 0.935221826666667

00:35:27.137 --> 00:35:28.609 largest academic health centers  
NOTE Confidence: 0.935221826666667

00:35:28.609 --> 00:35:33.375 here in town with 1541 beds and  
NOTE Confidence: 0.935221826666667

00:35:33.375 --> 00:35:36.000 this is just what's in New Haven.  
NOTE Confidence: 0.935221826666667

00:35:36.000 --> 00:35:38.443 We have of course now a network  
NOTE Confidence: 0.935221826666667

00:35:38.443 --> 00:35:40.228 that ranges from Greenwich to  
NOTE Confidence: 0.935221826666667

00:35:40.228 --> 00:35:42.545 the South all the way up to.  
NOTE Confidence: 0.935221826666667

00:35:42.550 --> 00:35:45.100 Westerly RI, most of the affiliated  
NOTE Confidence: 0.935221826666667

00:35:45.100 --> 00:35:48.588 work that we do is here, but we have  
NOTE Confidence: 0.935221826666667

00:35:48.588 --> 00:35:50.664 a fairly big footprint in Greenwich,  
NOTE Confidence: 0.935221826666667

00:35:50.670 --> 00:35:55.750 Bridgeport and in New London.

NOTE Confidence: 0.935221826666667

00:35:55.750 --> 00:35:59.525 And again, you know,

NOTE Confidence: 0.935221826666667

00:35:59.525 --> 00:36:02.195 we have a 200 year relationship

NOTE Confidence: 0.935221826666667

00:36:02.195 --> 00:36:05.010 with first New New Haven Hospital,

NOTE Confidence: 0.935221826666667

00:36:05.010 --> 00:36:06.870 Grace New Haven Hospital,

NOTE Confidence: 0.935221826666667

00:36:06.870 --> 00:36:07.965 now you know,

NOTE Confidence: 0.935221826666667

00:36:07.965 --> 00:36:09.790 New Haven health system and

NOTE Confidence: 0.935221826666667

00:36:09.790 --> 00:36:11.669 it's been bumpy at times.

NOTE Confidence: 0.935221826666667

00:36:11.670 --> 00:36:16.370 And I think we are at a bit of a

NOTE Confidence: 0.935221826666667

00:36:16.370 --> 00:36:19.386 turning .1 because we have new leaders,

NOTE Confidence: 0.935221826666667

00:36:19.390 --> 00:36:20.945 relatively new leadership both in

NOTE Confidence: 0.935221826666667

00:36:20.945 --> 00:36:23.335 the school and as of March a year

NOTE Confidence: 0.935221826666667

00:36:23.335 --> 00:36:25.148 ago in the in the health system.

NOTE Confidence: 0.935221826666667

00:36:25.150 --> 00:36:26.614 But also because I think COVID

NOTE Confidence: 0.935221826666667

00:36:26.614 --> 00:36:27.346 has been helpful.

NOTE Confidence: 0.935221826666667

00:36:27.350 --> 00:36:29.372 We had to come together in

NOTE Confidence: 0.935221826666667

00:36:29.372 --> 00:36:33.120 ways that we never had before.  
NOTE Confidence: 0.935221826666667

00:36:33.120 --> 00:36:35.787 And because of the way we came together,  
NOTE Confidence: 0.935221826666667

00:36:35.790 --> 00:36:37.813 we actually had one of the lowest  
NOTE Confidence: 0.935221826666667

00:36:37.813 --> 00:36:39.957 mortality rates in the country for COVID.  
NOTE Confidence: 0.935221826666667

00:36:39.960 --> 00:36:42.456 And that is very different from  
NOTE Confidence: 0.935221826666667

00:36:42.456 --> 00:36:45.320 how we do day-to-day because we're  
NOTE Confidence: 0.935221826666667

00:36:45.320 --> 00:36:47.720 tripping over ourselves often.  
NOTE Confidence: 0.935221826666667

00:36:47.720 --> 00:36:51.973 And so Chris and I have just said we're,  
NOTE Confidence: 0.935221826666667

00:36:51.973 --> 00:36:53.590 we're going to do this and we're  
NOTE Confidence: 0.935221826666667

00:36:53.638 --> 00:36:54.994 going to kind of, you know,  
NOTE Confidence: 0.935221826666667

00:36:54.994 --> 00:36:56.933 step out over the ravine and hope  
NOTE Confidence: 0.935221826666667

00:36:56.933 --> 00:36:58.839 we make it to the other side.  
NOTE Confidence: 0.935221826666667

00:36:58.840 --> 00:37:01.000 But we have to do this.  
NOTE Confidence: 0.935221826666667

00:37:01.000 --> 00:37:02.320 And So what is this?  
NOTE Confidence: 0.935221826666667

00:37:02.320 --> 00:37:02.626 Well,  
NOTE Confidence: 0.935221826666667

00:37:02.626 --> 00:37:05.074 we are working on a joint strategic plan.

NOTE Confidence: 0.935221826666667

00:37:05.080 --> 00:37:07.089 It's the first time we've ever had

NOTE Confidence: 0.935221826666667

00:37:07.089 --> 00:37:08.762 a joint strategic plan between

NOTE Confidence: 0.935221826666667

00:37:08.762 --> 00:37:09.890 our two institutions.

NOTE Confidence: 0.935221826666667

00:37:09.890 --> 00:37:12.974 I'm gratified that when we addressed

NOTE Confidence: 0.935221826666667

00:37:12.974 --> 00:37:15.400 this to the leadership of the

NOTE Confidence: 0.935221826666667

00:37:15.400 --> 00:37:17.338 hospital and our chairs 201,

NOTE Confidence: 0.935221826666667

00:37:17.338 --> 00:37:18.970 they identified leading clinical

NOTE Confidence: 0.935221826666667

00:37:18.970 --> 00:37:21.010 and translational research as what

NOTE Confidence: 0.935221826666667

00:37:21.074 --> 00:37:22.844 differentiates us and one of the

NOTE Confidence: 0.935221826666667

00:37:22.844 --> 00:37:24.650 things we needed to invest in.

NOTE Confidence: 0.935221826666667

00:37:24.650 --> 00:37:26.480 But it's everything from our

NOTE Confidence: 0.935221826666667

00:37:26.480 --> 00:37:28.245 learning environment to providing

NOTE Confidence: 0.935221826666667

00:37:28.245 --> 00:37:30.570 better access to our patients,

NOTE Confidence: 0.935221826666667

00:37:30.570 --> 00:37:32.274 better value for our patients and

NOTE Confidence: 0.935221826666667

00:37:32.274 --> 00:37:34.529 you know just the business aspects of

NOTE Confidence: 0.935221826666667

00:37:34.530 --> 00:37:37.570 what are our destination programs,  
NOTE Confidence: 0.935221826666667

00:37:37.570 --> 00:37:39.892 one of the things that I think we didn't.  
NOTE Confidence: 0.935221826666667

00:37:39.900 --> 00:37:41.762 Think we would get done as quickly  
NOTE Confidence: 0.935221826666667

00:37:41.762 --> 00:37:44.104 as we did was an alignment of  
NOTE Confidence: 0.935221826666667

00:37:44.104 --> 00:37:45.217 our physician practice.  
NOTE Confidence: 0.935221826666667

00:37:45.220 --> 00:37:47.710 So Yale Medicine is our faculty  
NOTE Confidence: 0.935221826666667

00:37:47.710 --> 00:37:48.540 practice plan.  
NOTE Confidence: 0.935221826666667

00:37:48.540 --> 00:37:50.752 There's also a unit Yale New Haven  
NOTE Confidence: 0.935221826666667

00:37:50.752 --> 00:37:52.540 Health System employed practice plan,  
NOTE Confidence: 0.935221826666667

00:37:52.540 --> 00:37:55.640 Northeast Medical Group and the  
NOTE Confidence: 0.935221826666667

00:37:55.640 --> 00:37:58.120 two sometimes competed, you know,  
NOTE Confidence: 0.935221826666667

00:37:58.120 --> 00:37:59.360 whether we were recruiting  
NOTE Confidence: 0.935221826666667

00:37:59.360 --> 00:38:01.100 physicians or competed for patients,  
NOTE Confidence: 0.935221826666667

00:38:01.100 --> 00:38:02.900 which is crazy.  
NOTE Confidence: 0.935221826666667

00:38:02.900 --> 00:38:05.402 And so we've now aligned them  
NOTE Confidence: 0.935221826666667

00:38:05.402 --> 00:38:07.131 under a single group.



NOTE Confidence: 0.935221826666667  
00:38:07.131 --> 00:38:09.486 We haven't changed employment status.  
NOTE Confidence: 0.935221826666667  
00:38:09.490 --> 00:38:11.278 So our faculty are still employed  
NOTE Confidence: 0.935221826666667  
00:38:11.278 --> 00:38:13.394 by the university and New NEMG is  
NOTE Confidence: 0.935221826666667  
00:38:13.394 --> 00:38:15.128 still employed by the health system.  
NOTE Confidence: 0.935221826666667  
00:38:15.130 --> 00:38:17.405 But it's led by a single chief  
NOTE Confidence: 0.935221826666667  
00:38:17.405 --> 00:38:19.408 physician executive who is Peg McGovern,  
NOTE Confidence: 0.935221826666667  
00:38:19.410 --> 00:38:21.720 who's also our deputy Dean for  
NOTE Confidence: 0.935221826666667  
00:38:21.720 --> 00:38:23.462 clinical affairs and she is  
NOTE Confidence: 0.935221826666667  
00:38:23.462 --> 00:38:25.406 somebody who's up to the task,  
NOTE Confidence: 0.935221826666667  
00:38:25.410 --> 00:38:27.230 which is really exciting.  
NOTE Confidence: 0.935221826666667  
00:38:27.230 --> 00:38:29.050 Reporting to Peg is  
NOTE Confidence: 0.95635504  
00:38:29.050 --> 00:38:32.570 Richard Goldstein, who oversees NEMG.  
NOTE Confidence: 0.95635504  
00:38:32.570 --> 00:38:35.929 This will allow us to get to a  
NOTE Confidence: 0.95635504  
00:38:35.929 --> 00:38:39.378 single access center. We now have 3.  
NOTE Confidence: 0.95635504  
00:38:39.380 --> 00:38:42.116 It will allow us to get rid of duplication  
NOTE Confidence: 0.95635504

00:38:42.116 --> 00:38:44.660 in billing and all sorts of things.  
NOTE Confidence: 0.95635504

00:38:44.660 --> 00:38:48.100 That will also reduce expense on both sides,  
NOTE Confidence: 0.95635504

00:38:48.100 --> 00:38:51.004 which is critical to the success  
NOTE Confidence: 0.95635504

00:38:51.004 --> 00:38:52.940 of hospitals post COVID.  
NOTE Confidence: 0.95635504

00:38:52.940 --> 00:38:57.116 So we're huge amount of work that needs to  
NOTE Confidence: 0.95635504

00:38:57.116 --> 00:39:01.658 be done And then the last thing because  
NOTE Confidence: 0.95635504

00:39:01.660 --> 00:39:04.458 you don't really get into fund change  
NOTE Confidence: 0.95635504

00:39:04.458 --> 00:39:08.046 management until you move people's money.  
NOTE Confidence: 0.95635504

00:39:08.050 --> 00:39:12.690 Is we've gotten into funds flow and so  
NOTE Confidence: 0.95635504

00:39:12.690 --> 00:39:15.806 we have our funds flow traditionally  
NOTE Confidence: 0.95635504

00:39:15.806 --> 00:39:18.740 is a series of oneoff negotiations  
NOTE Confidence: 0.95635504

00:39:18.825 --> 00:39:22.070 typically between chairs and a leader  
NOTE Confidence: 0.95635504

00:39:22.070 --> 00:39:25.610 in the hospital and in our agreements  
NOTE Confidence: 0.95635504

00:39:25.610 --> 00:39:29.261 look something like this no to alike.  
NOTE Confidence: 0.95635504

00:39:29.261 --> 00:39:32.558 They are written down and huge amounts  
NOTE Confidence: 0.95635504

00:39:32.558 --> 00:39:35.174 of wasted time and wasted personnel

NOTE Confidence: 0.95635504

00:39:35.174 --> 00:39:37.620 tracking everything that's in these.

NOTE Confidence: 0.95635504

00:39:37.620 --> 00:39:39.445 We needed to have something

NOTE Confidence: 0.95635504

00:39:39.445 --> 00:39:41.065 that was rational, transparent,

NOTE Confidence: 0.95635504

00:39:41.065 --> 00:39:43.690 aligned incentives so that we

NOTE Confidence: 0.95635504

00:39:43.690 --> 00:39:46.699 got the behavior that we wanted.

NOTE Confidence: 0.95635504

00:39:46.700 --> 00:39:47.810 And you know,

NOTE Confidence: 0.95635504

00:39:47.810 --> 00:39:50.400 we did what everybody has done and

NOTE Confidence: 0.95635504

00:39:50.483 --> 00:39:53.105 I and and many academic institutions

NOTE Confidence: 0.95635504

00:39:53.105 --> 00:39:55.425 have done this most, you know,

NOTE Confidence: 0.95635504

00:39:55.425 --> 00:39:59.980 as early as 10 or 10 to 8 years ago.

NOTE Confidence: 0.95635504

00:39:59.980 --> 00:40:01.898 And we brought in a consultant who's

NOTE Confidence: 0.95635504

00:40:01.898 --> 00:40:03.858 done this with most of our academic

NOTE Confidence: 0.95635504

00:40:03.860 --> 00:40:05.380 partners and we've changed how

NOTE Confidence: 0.95635504

00:40:05.380 --> 00:40:07.380 funds will flow in a ration.

NOTE Confidence: 0.95635504

00:40:07.380 --> 00:40:10.138 So we pulled out academic program support.

NOTE Confidence: 0.95635504

00:40:10.140 --> 00:40:11.580 We've created a criteria  
NOTE Confidence: 0.95635504

00:40:11.580 --> 00:40:13.020 for the clinical payments.  
NOTE Confidence: 0.95635504

00:40:13.020 --> 00:40:15.700 We continue to have things like GME payments,  
NOTE Confidence: 0.95635504

00:40:15.700 --> 00:40:16.580 all those sorts of things.  
NOTE Confidence: 0.95635504

00:40:16.580 --> 00:40:18.778 Not important to get into the details,  
NOTE Confidence: 0.95635504

00:40:18.780 --> 00:40:24.300 but we go live July 1 and this is a  
NOTE Confidence: 0.95635504

00:40:24.300 --> 00:40:26.400 huge exercise and change management is  
NOTE Confidence: 0.95635504

00:40:26.476 --> 00:40:29.038 and it's going to require that people.  
NOTE Confidence: 0.95635504

00:40:29.040 --> 00:40:30.488 Learn to lead differently.  
NOTE Confidence: 0.95635504

00:40:30.488 --> 00:40:33.419 We are running our new and our old  
NOTE Confidence: 0.95635504

00:40:33.419 --> 00:40:35.471 systems in parallel for a year  
NOTE Confidence: 0.95635504

00:40:35.471 --> 00:40:37.319 and holding people harmless,  
NOTE Confidence: 0.95635504

00:40:37.320 --> 00:40:39.318 but it's a big, big lift.  
NOTE Confidence: 0.943608066666667

00:40:41.520 --> 00:40:43.536 Lastly, we're in the midst of a  
NOTE Confidence: 0.943608066666667

00:40:43.536 --> 00:40:44.643 capital campaign. Universitywide.  
NOTE Confidence: 0.943608066666667

00:40:44.643 --> 00:40:48.304 These are the pillars of the capital

NOTE Confidence: 0.943608066666667

00:40:48.304 --> 00:40:50.771 campaign and just trying to that

NOTE Confidence: 0.943608066666667

00:40:50.771 --> 00:40:52.793 what we're doing in the school.

NOTE Confidence: 0.943608066666667

00:40:52.800 --> 00:40:55.780 So obviously the the university

NOTE Confidence: 0.943608066666667

00:40:55.780 --> 00:40:57.568 science strategic plan.

NOTE Confidence: 0.943608066666667

00:40:57.570 --> 00:40:59.394 Our own interest in research and

NOTE Confidence: 0.943608066666667

00:40:59.394 --> 00:41:01.688 innovation such as in dead data science,

NOTE Confidence: 0.943608066666667

00:41:01.690 --> 00:41:03.832 our own interest in faculty development

NOTE Confidence: 0.943608066666667

00:41:03.832 --> 00:41:06.503 and in cross campus collaborations and

NOTE Confidence: 0.943608066666667

00:41:06.503 --> 00:41:08.834 then I think well aligned with leaders

NOTE Confidence: 0.943608066666667

00:41:08.834 --> 00:41:12.042 for a better award world is our efforts,

NOTE Confidence: 0.943608066666667

00:41:12.042 --> 00:41:14.082 our efforts in financial aid.

NOTE Confidence: 0.943608066666667

00:41:14.090 --> 00:41:16.970 You have been big contributors

NOTE Confidence: 0.943608066666667

00:41:16.970 --> 00:41:19.655 and I mentioned last yesterday

NOTE Confidence: 0.943608066666667

00:41:19.655 --> 00:41:22.480 afternoon before our our panel.

NOTE Confidence: 0.943608066666667

00:41:22.480 --> 00:41:26.500 That our alumni since July 2018

NOTE Confidence: 0.943608066666667

00:41:26.500 --> 00:41:30.645 have given \$4.6 million many  
NOTE Confidence: 0.943608066666667

00:41:30.645 --> 00:41:32.115 of you give to financial aid.  
NOTE Confidence: 0.943608066666667

00:41:32.120 --> 00:41:35.512 For those of you who we have,  
NOTE Confidence: 0.943608066666667

00:41:35.512 --> 00:41:39.160 a match is not the right term but  
NOTE Confidence: 0.943608066666667

00:41:39.160 --> 00:41:41.956 a commitment from the Provost that  
NOTE Confidence: 0.943608066666667

00:41:41.956 --> 00:41:45.260 for every gift of \$1,000,000 or more  
NOTE Confidence: 0.943608066666667

00:41:45.260 --> 00:41:48.734 to financial aid he is matching or  
NOTE Confidence: 0.943608066666667

00:41:48.734 --> 00:41:51.884 unlocking funds that is matching this.  
NOTE Confidence: 0.943608066666667

00:41:51.890 --> 00:41:53.090 And so for example,  
NOTE Confidence: 0.943608066666667

00:41:53.090 --> 00:41:54.890 that gift from the Star Foundation,  
NOTE Confidence: 0.943608066666667

00:41:54.890 --> 00:41:55.829 we're able to,  
NOTE Confidence: 0.943608066666667

00:41:55.829 --> 00:41:58.610 we were able to unlock another 25 million.  
NOTE Confidence: 0.943608066666667

00:41:58.610 --> 00:42:00.490 So thank you for this.  
NOTE Confidence: 0.943608066666667

00:42:00.490 --> 00:42:02.392 Thank you for the outreach that  
NOTE Confidence: 0.943608066666667

00:42:02.392 --> 00:42:04.634 you're doing to our residents and  
NOTE Confidence: 0.943608066666667

00:42:04.634 --> 00:42:07.244 students and just ending again with a

NOTE Confidence: 0.943608066666667  
00:42:07.244 --> 00:42:09.170 reminder of those crosscutting themes.  
NOTE Confidence: 0.943608066666667  
00:42:09.170 --> 00:42:12.248 And I hope you've seen what ties to that.  
NOTE Confidence: 0.943608066666667  
00:42:12.250 --> 00:42:13.706 And I think we have a little  
NOTE Confidence: 0.943608066666667  
00:42:13.706 --> 00:42:15.329 bit of time now for questions.  
NOTE Confidence: 0.943608066666667  
00:42:15.330 --> 00:42:15.650 Yes.  
NOTE Confidence: 0.93019015  
00:42:29.940 --> 00:42:30.140 Yes,  
NOTE Confidence: 0.935221835  
00:42:32.740 --> 00:42:34.099 question for that.  
NOTE Confidence: 0.935221835  
00:42:34.099 --> 00:42:37.220 I just I thought that there is a  
NOTE Confidence: 0.935221835  
00:42:37.220 --> 00:42:39.250 study in cannabis and I was thinking  
NOTE Confidence: 0.935221835  
00:42:39.250 --> 00:42:41.021 that very specific because there are  
NOTE Confidence: 0.935221835  
00:42:41.021 --> 00:42:42.981 coding here they all expect for the  
NOTE Confidence: 0.935221835  
00:42:43.035 --> 00:42:44.779 study how artificial involvement,  
NOTE Confidence: 0.93019015  
00:42:47.140 --> 00:42:49.475 yes there's. There's a fair amount  
NOTE Confidence: 0.93019015  
00:42:49.475 --> 00:42:51.410 of artificial intelligence work going  
NOTE Confidence: 0.950316996551724  
00:42:51.471 --> 00:42:53.858 on in the School of Medicine already  
NOTE Confidence: 0.950316996551724

00:42:53.858 --> 00:42:55.605 particularly in imaging pathology the  
NOTE Confidence: 0.950316996551724

00:42:55.605 --> 00:42:57.908 obvious places where you might use it.  
NOTE Confidence: 0.950316996551724

00:42:57.910 --> 00:43:01.958 There is a a robust dialogue university  
NOTE Confidence: 0.950316996551724

00:43:01.958 --> 00:43:04.870 wide and and obviously in computer science  
NOTE Confidence: 0.950316996551724

00:43:04.936 --> 00:43:07.226 in those places a lot going on in a I.  
NOTE Confidence: 0.950316996551724

00:43:07.230 --> 00:43:11.450 But one of the biggest issues  
NOTE Confidence: 0.950316996551724

00:43:11.450 --> 00:43:13.674 particularly for the undergraduate  
NOTE Confidence: 0.950316996551724

00:43:13.674 --> 00:43:16.147 campus is how even to handle.  
NOTE Confidence: 0.950316996551724

00:43:16.150 --> 00:43:18.910 Tests and all of those kinds of things,  
NOTE Confidence: 0.950316996551724

00:43:18.910 --> 00:43:21.465 and whether something is generated by chat,  
NOTE Confidence: 0.950316996551724

00:43:21.470 --> 00:43:22.550 GB T and how you,  
NOTE Confidence: 0.950316996551724

00:43:22.550 --> 00:43:25.070 how you annotate that and all those  
NOTE Confidence: 0.950316996551724

00:43:25.070 --> 00:43:26.750 kinds of things. But yes,  
NOTE Confidence: 0.788466561666667

00:43:29.510 --> 00:43:32.228 follow up to the cannabis Center.  
NOTE Confidence: 0.788466561666667

00:43:32.230 --> 00:43:34.886 There's some interesting neuroscience  
NOTE Confidence: 0.788466561666667

00:43:34.886 --> 00:43:37.354 that is moving forward slowly



NOTE Confidence: 0.788466561666667  
00:43:37.354 --> 00:43:40.310 because of the bands going back to  
NOTE Confidence: 0.788466561666667  
00:43:40.310 --> 00:43:42.306 the legalization of psychedelics.  
NOTE Confidence: 0.788466561666667  
00:43:42.306 --> 00:43:45.300 Is that happening at Yale too?  
NOTE Confidence: 0.9301902  
00:43:45.340 --> 00:43:47.699 Yes. So we're doing a lot of  
NOTE Confidence: 0.9301902  
00:43:47.699 --> 00:43:49.520 work in and and I get I was  
NOTE Confidence: 0.9301902  
00:43:49.520 --> 00:43:50.540 showing new centers this year,  
NOTE Confidence: 0.9301902  
00:43:50.540 --> 00:43:52.724 but we're doing a lot of work  
NOTE Confidence: 0.9301902  
00:43:52.724 --> 00:43:55.940 in the psychedelics in a number  
NOTE Confidence: 0.9301902  
00:43:55.940 --> 00:43:57.300 of conditions, including PTSD.  
NOTE Confidence: 0.9301902  
00:43:57.300 --> 00:44:00.000 We probably have the strongest PTSD  
NOTE Confidence: 0.9301902  
00:44:00.000 --> 00:44:03.964 work going on in psychiatry here and in  
NOTE Confidence: 0.9301902  
00:44:03.964 --> 00:44:06.380 affiliation with our VA and that's yeah.  
NOTE Confidence: 0.948879371428571  
00:44:10.850 --> 00:44:13.006 Great things that this year for students,  
NOTE Confidence: 0.948879371428571  
00:44:13.010 --> 00:44:19.610 was the relationship still very strong. the  
NOTE Confidence: 0.927510023076923  
00:44:19.610 --> 00:44:21.038 VA, you know, is critical to I  
NOTE Confidence: 0.927510023076923

00:44:21.038 --> 00:44:22.648 think to a School of Medicine,  
NOTE Confidence: 0.927510023076923

00:44:22.650 --> 00:44:25.070 both for that educational piece  
NOTE Confidence: 0.927510023076923

00:44:25.070 --> 00:44:27.006 for students and residents,  
NOTE Confidence: 0.927510023076923

00:44:27.010 --> 00:44:30.260 but also for another opportunity  
NOTE Confidence: 0.927510023076923

00:44:30.260 --> 00:44:33.308 for junior faculty in terms of  
NOTE Confidence: 0.927510023076923

00:44:33.308 --> 00:44:37.160 grant funding and it it the VA has.  
NOTE Confidence: 0.927510023076923

00:44:37.160 --> 00:44:39.920 Even more difficult wet lab space  
NOTE Confidence: 0.927510023076923

00:44:39.920 --> 00:44:42.224 problems right now because it's  
NOTE Confidence: 0.927510023076923

00:44:42.224 --> 00:44:45.062 physical plant is so old that  
NOTE Confidence: 0.927510023076923

00:44:45.062 --> 00:44:47.666 we're actually in conversations  
NOTE Confidence: 0.927510023076923

00:44:47.666 --> 00:44:49.865 about whether they would take some  
NOTE Confidence: 0.927510023076923

00:44:49.865 --> 00:44:51.719 bioincubator space in New Haven for  
NOTE Confidence: 0.927510023076923

00:44:51.719 --> 00:44:53.476 a while that those kinds of things.  
NOTE Confidence: 0.9301902

00:44:56.280 --> 00:44:56.640 Yes,  
NOTE Confidence: 0.9654121

00:45:00.920 --> 00:45:05.105 question about in terms of the development  
NOTE Confidence: 0.9654121

00:45:05.105 --> 00:45:06.646 of physician scientists dental.

NOTE Confidence: 0.9654121

00:45:06.646 --> 00:45:08.928 I'm wondering how you do with respect

NOTE Confidence: 0.9654121

00:45:08.928 --> 00:45:13.330 to the kids that are transition. Yes.

NOTE Confidence: 0.9654121

00:45:13.330 --> 00:45:17.285 How are you doing to respect recruiting

NOTE Confidence: 0.9654121

00:45:17.290 --> 00:45:21.570 position scientists and keeping them? Yes.

NOTE Confidence: 0.912897678333333

00:45:21.650 --> 00:45:23.450 So you may not know this.

NOTE Confidence: 0.912897678333333

00:45:23.450 --> 00:45:27.026 This is one of my particular passions and.

NOTE Confidence: 0.912897678333333

00:45:27.030 --> 00:45:28.662 And when I arrived,

NOTE Confidence: 0.912897678333333

00:45:28.662 --> 00:45:31.549 we did appoint Keith Chote in this

NOTE Confidence: 0.912897678333333

00:45:31.549 --> 00:45:33.862 role and and the our statistics for

NOTE Confidence: 0.912897678333333

00:45:33.862 --> 00:45:36.310 the K to R conversion were not bad.

NOTE Confidence: 0.912897678333333

00:45:36.310 --> 00:45:39.117 They were you know they're still above

NOTE Confidence: 0.912897678333333

00:45:39.117 --> 00:45:41.350 the national average and of course,

NOTE Confidence: 0.912897678333333

00:45:41.350 --> 00:45:43.296 but in my experience if you get

NOTE Confidence: 0.912897678333333

00:45:43.296 --> 00:45:44.629 the right infrastructure in place,

NOTE Confidence: 0.912897678333333

00:45:44.630 --> 00:45:46.526 you can get that that K to R

NOTE Confidence: 0.912897678333333

00:45:46.526 --> 00:45:48.890 conversion up to the 70% range.  
NOTE Confidence: 0.9128976783333333

00:45:48.890 --> 00:45:51.965 And so the just to review  
NOTE Confidence: 0.9128976783333333

00:45:51.965 --> 00:45:54.270 some of the elements of this.  
NOTE Confidence: 0.9128976783333333

00:45:54.270 --> 00:45:57.350 We have a competitive program.  
NOTE Confidence: 0.9128976783333333

00:45:57.350 --> 00:45:59.190 So we we have lots of K12 awards.  
NOTE Confidence: 0.9128976783333333

00:45:59.190 --> 00:46:02.042 These are institutional career  
NOTE Confidence: 0.9128976783333333

00:46:02.042 --> 00:46:05.840 development awards along fields, right.  
NOTE Confidence: 0.9128976783333333

00:46:05.840 --> 00:46:09.228 But we also now haven't truly institutional.  
NOTE Confidence: 0.9128976783333333

00:46:09.230 --> 00:46:12.714 So it's from the Dean's office several  
NOTE Confidence: 0.9128976783333333

00:46:12.714 --> 00:46:16.098 slots and it's competitive so that  
NOTE Confidence: 0.9128976783333333

00:46:16.098 --> 00:46:19.309 people submit their science and  
NOTE Confidence: 0.9128976783333333

00:46:19.309 --> 00:46:21.745 their mentorship plan internally.  
NOTE Confidence: 0.9128976783333333

00:46:21.745 --> 00:46:22.455 Get funding.  
NOTE Confidence: 0.9128976783333333

00:46:22.455 --> 00:46:24.940 Most of them flip off because they're  
NOTE Confidence: 0.9128976783333333

00:46:25.002 --> 00:46:27.410 submitting their K award at the same time,  
NOTE Confidence: 0.9128976783333333

00:46:27.410 --> 00:46:29.690 so we're actually recycling this.

NOTE Confidence: 0.912897678333333

00:46:29.690 --> 00:46:30.848 We also created

NOTE Confidence: 0.9100635

00:46:32.970 --> 00:46:37.655 a T32 equivalent for our foreign

NOTE Confidence: 0.9100635

00:46:37.655 --> 00:46:39.746 trained fellows because that's a

NOTE Confidence: 0.9100635

00:46:39.746 --> 00:46:42.857 group as many of you know is not

NOTE Confidence: 0.9100635

00:46:42.857 --> 00:46:44.549 eligible for career development

NOTE Confidence: 0.9100635

00:46:44.549 --> 00:46:47.408 funding and some of our best folks.

NOTE Confidence: 0.9100635

00:46:47.410 --> 00:46:50.690 So we have 4 new people this year.

NOTE Confidence: 0.9100635

00:46:50.690 --> 00:46:52.000 So we're investing a fair

NOTE Confidence: 0.9100635

00:46:52.000 --> 00:46:53.950 amount of this. Yeah, yes.

NOTE Confidence: 0.9201269

00:46:58.910 --> 00:47:04.546 So the West Campus is used as cross

NOTE Confidence: 0.9201269

00:47:04.546 --> 00:47:06.526 university space for several institutes

NOTE Confidence: 0.9201269

00:47:06.526 --> 00:47:10.066 and we have a number of faculty out there.

NOTE Confidence: 0.9114667995

00:47:12.550 --> 00:47:15.700 It my sense of it is that it is

NOTE Confidence: 0.9114667995

00:47:15.700 --> 00:47:17.567 underutilized and I would like

NOTE Confidence: 0.9114667995

00:47:17.567 --> 00:47:19.715 to put more things out there.

NOTE Confidence: 0.9114667995

00:47:19.720 --> 00:47:21.435 It's, it's interesting that even  
NOTE Confidence: 0.9114667995

00:47:21.435 --> 00:47:23.150 post COVID when everybody was  
NOTE Confidence: 0.9114667995

00:47:23.209 --> 00:47:24.759 meeting by Zoom and whatnot,  
NOTE Confidence: 0.9114667995

00:47:24.760 --> 00:47:28.318 faculty are reluctant to move there.  
NOTE Confidence: 0.9114667995

00:47:28.320 --> 00:47:30.426 But we are trying to leverage  
NOTE Confidence: 0.9114667995

00:47:30.426 --> 00:47:32.237 that certainly for swing space  
NOTE Confidence: 0.9114667995

00:47:32.237 --> 00:47:33.917 as we build other things.  
NOTE Confidence: 0.9114667995

00:47:33.920 --> 00:47:35.720 Yeah, yes,  
NOTE Confidence: 0.943128857142857

00:47:37.560 --> 00:47:39.270 you're doing a great job  
NOTE Confidence: 0.943128857142857

00:47:39.270 --> 00:47:42.015 turning out leaders in medicine  
NOTE Confidence: 0.943128857142857

00:47:42.015 --> 00:47:45.440 globally in the United States.  
NOTE Confidence: 0.943128857142857

00:47:45.440 --> 00:47:49.577 Bravo on having a Surgeon General upcoming.  
NOTE Confidence: 0.943128857142857

00:47:49.580 --> 00:47:53.636 Head of the CDC you have a  
NOTE Confidence: 0.943128857142857

00:47:53.636 --> 00:47:57.080 lot of interdisciplinary How  
NOTE Confidence: 0.943128857142857

00:47:57.080 --> 00:47:58.380 are you pulling this off?  
NOTE Confidence: 0.943128857142857

00:47:58.380 --> 00:47:59.220 It's pretty amazing.

NOTE Confidence: 0.933544586666667  
00:48:01.700 --> 00:48:02.300 I can't take  
NOTE Confidence: 0.891302712  
00:48:02.300 --> 00:48:04.200 credit for Rebecca or Mandy  
NOTE Confidence: 0.891302712  
00:48:04.200 --> 00:48:06.100 because they were here before.  
NOTE Confidence: 0.891302712  
00:48:06.100 --> 00:48:08.304 But I do think the Yale system  
NOTE Confidence: 0.891302712  
00:48:08.304 --> 00:48:10.460 makes a huge difference, right?  
NOTE Confidence: 0.891302712  
00:48:10.460 --> 00:48:18.970 You you develop people who go deeply and.  
NOTE Confidence: 0.891302712  
00:48:18.970 --> 00:48:19.930 Develop a passion  
NOTE Confidence: 0.896790164285714  
00:48:22.610 --> 00:48:24.724 and who maybe struggle a little bit.  
NOTE Confidence: 0.896790164285714  
00:48:24.730 --> 00:48:26.450 They have that experience of,  
NOTE Confidence: 0.896790164285714  
00:48:26.450 --> 00:48:29.607 you know, having to figure it out.  
NOTE Confidence: 0.896790164285714  
00:48:29.610 --> 00:48:33.002 There's no point in having medical  
NOTE Confidence: 0.896790164285714  
00:48:33.002 --> 00:48:34.898 students just memorizing a bunch of  
NOTE Confidence: 0.896790164285714  
00:48:34.898 --> 00:48:36.770 stuff because the stuff you memorize now  
NOTE Confidence: 0.896790164285714  
00:48:36.770 --> 00:48:38.849 is not the same stuff you need to know.  
NOTE Confidence: 0.896790164285714  
00:48:38.850 --> 00:48:41.890 And I mean, you know,  
NOTE Confidence: 0.896790164285714

00:48:41.890 --> 00:48:44.000 so I think it's selection, no doubt,  
NOTE Confidence: 0.896790164285714

00:48:44.000 --> 00:48:45.645 but I think the culture as well.  
NOTE Confidence: 0.93019015

00:48:49.430 --> 00:48:49.870 Yes,  
NOTE Confidence: 0.7869912

00:48:56.910 --> 00:48:57.230 yeah.  
NOTE Confidence: 0.9301902

00:49:23.390 --> 00:49:23.830 Yes,  
NOTE Confidence: 0.889284216666667

00:49:25.470 --> 00:49:27.770 a couple of things although  
NOTE Confidence: 0.889284216666667

00:49:27.770 --> 00:49:29.766 it may not look different.  
NOTE Confidence: 0.889284216666667

00:49:29.766 --> 00:49:32.070 I would point out the residential,  
NOTE Confidence: 0.889284216666667

00:49:32.070 --> 00:49:34.410 the the numbers of towers of  
NOTE Confidence: 0.889284216666667

00:49:34.410 --> 00:49:36.373 apartment buildings within a block  
NOTE Confidence: 0.889284216666667

00:49:36.373 --> 00:49:38.704 or two of the School of Medicine.  
NOTE Confidence: 0.889284216666667

00:49:38.710 --> 00:49:40.486 Most of our students do not  
NOTE Confidence: 0.889284216666667

00:49:40.486 --> 00:49:42.230 live in Harkers Hall anymore.  
NOTE Confidence: 0.889284216666667

00:49:42.230 --> 00:49:44.510 So, so that that fact that  
NOTE Confidence: 0.889284216666667

00:49:44.510 --> 00:49:46.390 there's that residential is huge  
NOTE Confidence: 0.889284216666667

00:49:46.390 --> 00:49:50.527 if you go several blocks away.



NOTE Confidence: 0.889284216666667  
00:49:50.527 --> 00:49:51.715 Particularly on the other  
NOTE Confidence: 0.889284216666667  
00:49:51.715 --> 00:49:53.310 side of the hospital, it,  
NOTE Confidence: 0.889284216666667  
00:49:53.310 --> 00:49:55.310 it is a big concern.  
NOTE Confidence: 0.889284216666667  
00:49:55.310 --> 00:49:58.148 There's a lot of renovation going  
NOTE Confidence: 0.889284216666667  
00:49:58.150 --> 00:50:01.899 from here to Long Wharf and the mayor  
NOTE Confidence: 0.889284216666667  
00:50:01.899 --> 00:50:04.580 has announced a plan around that and  
NOTE Confidence: 0.889284216666667  
00:50:04.660 --> 00:50:07.186 we're very much partners in that.  
NOTE Confidence: 0.889284216666667  
00:50:07.190 --> 00:50:08.700 These buildings that are going  
NOTE Confidence: 0.889284216666667  
00:50:08.700 --> 00:50:10.634 up that are being built by  
NOTE Confidence: 0.889284216666667  
00:50:10.634 --> 00:50:12.070 developers have city support,  
NOTE Confidence: 0.889284216666667  
00:50:12.070 --> 00:50:13.750 but they are able to go up  
NOTE Confidence: 0.889284216666667  
00:50:13.750 --> 00:50:15.081 because the university and the  
NOTE Confidence: 0.889284216666667  
00:50:15.081 --> 00:50:16.471 School of Medicine in particular  
NOTE Confidence: 0.889284216666667  
00:50:16.471 --> 00:50:17.909 is leasing floors in them.  
NOTE Confidence: 0.940672908333333  
00:50:21.740 --> 00:50:23.738 Fundamentally, we have to we have  
NOTE Confidence: 0.940672908333333

00:50:23.738 --> 00:50:25.688 to change the economics of the  
NOTE Confidence: 0.940672908333333

00:50:25.688 --> 00:50:27.648 city and we have to address the  
NOTE Confidence: 0.940672908333333

00:50:27.648 --> 00:50:29.098 addiction issues in the city.  
NOTE Confidence: 0.940672908333333

00:50:29.100 --> 00:50:31.732 We have a lot of work going  
NOTE Confidence: 0.940672908333333

00:50:31.732 --> 00:50:32.860 on around addiction.  
NOTE Confidence: 0.940672908333333

00:50:32.860 --> 00:50:35.470 Our residents spend all of their  
NOTE Confidence: 0.940672908333333

00:50:35.470 --> 00:50:39.340 primary care time in an FQHC,  
NOTE Confidence: 0.940672908333333

00:50:39.340 --> 00:50:41.500 so we have a lot more work to do.  
NOTE Confidence: 0.940672908333333

00:50:41.500 --> 00:50:43.873 But I it's one of the things  
NOTE Confidence: 0.940672908333333

00:50:43.873 --> 00:50:45.974 that attracted me here was that  
NOTE Confidence: 0.940672908333333

00:50:45.974 --> 00:50:48.473 we are in a community where we  
NOTE Confidence: 0.940672908333333

00:50:48.473 --> 00:50:50.409 can make a difference.  
NOTE Confidence: 0.940672908333333

00:50:50.410 --> 00:50:50.810 Yes, you  
NOTE Confidence: 0.938576366666667

00:50:53.170 --> 00:50:54.570 must not sleep much at night. My  
NOTE Confidence: 0.950317

00:50:57.010 --> 00:50:59.870 question is what do you see  
NOTE Confidence: 0.950317

00:50:59.870 --> 00:51:03.570 the role of primary care.

NOTE Confidence: 0.950317

00:51:03.570 --> 00:51:05.342 So it's interesting we have,

NOTE Confidence: 0.950317

00:51:05.342 --> 00:51:07.670 you know, never produced a lot

NOTE Confidence: 0.950317

00:51:07.670 --> 00:51:09.450 of primary care physicians.

NOTE Confidence: 0.950317

00:51:09.450 --> 00:51:12.530 We do have of course our PA

NOTE Confidence: 0.950317

00:51:12.530 --> 00:51:14.490 program on the other hand are.

NOTE Confidence: 0.950317

00:51:14.490 --> 00:51:17.352 Our primary care residency program in

NOTE Confidence: 0.950317

00:51:17.352 --> 00:51:19.805 internal medicine produces more primary

NOTE Confidence: 0.950317

00:51:19.805 --> 00:51:22.165 care residents than anybody else.

NOTE Confidence: 0.950317

00:51:22.170 --> 00:51:24.730 They don't stay at Yale.

NOTE Confidence: 0.950317

00:51:24.730 --> 00:51:28.339 And with Peg's arrival,

NOTE Confidence: 0.950317

00:51:28.339 --> 00:51:30.354 one of the conversations we're

NOTE Confidence: 0.950317

00:51:30.354 --> 00:51:32.567 having is how do we keep them,

NOTE Confidence: 0.950317

00:51:32.570 --> 00:51:34.894 if not on faculty in the Yale

NOTE Confidence: 0.950317

00:51:34.894 --> 00:51:36.345 community through this aligned

NOTE Confidence: 0.950317

00:51:36.345 --> 00:51:38.290 physician enterprise And we will

NOTE Confidence: 0.950317

00:51:38.290 --> 00:51:40.619 within the next year stand up a.

NOTE Confidence: 0.950317

00:51:40.620 --> 00:51:42.224 Clinically integrated network that

NOTE Confidence: 0.950317

00:51:42.224 --> 00:51:45.031 allows us to then and you know

NOTE Confidence: 0.950317

00:51:45.031 --> 00:51:47.424 spread the tent even further so

NOTE Confidence: 0.950317

00:51:47.424 --> 00:51:50.540 are we have to build primary care.

NOTE Confidence: 0.950317

00:51:50.540 --> 00:51:53.500 I'm an internist you know we

NOTE Confidence: 0.950317

00:51:53.500 --> 00:51:56.412 will do that and again maybe not

NOTE Confidence: 0.950317

00:51:56.412 --> 00:51:58.102 through having a gazillion faculty

NOTE Confidence: 0.950317

00:51:58.102 --> 00:51:59.540 members but affiliated yes,

NOTE Confidence: 0.950317

00:52:04.140 --> 00:52:07.006 so piggyback off that question both of

NOTE Confidence: 0.950317

00:52:07.006 --> 00:52:09.770 us were went into family medicine and.

NOTE Confidence: 0.950317

00:52:09.770 --> 00:52:11.490 When we graduated almost 20 years,

NOTE Confidence: 0.950317

00:52:11.490 --> 00:52:13.118 it was such a challenge trying to

NOTE Confidence: 0.950317

00:52:13.118 --> 00:52:14.726 navigate our way into family medicine.

NOTE Confidence: 0.950317

00:52:14.730 --> 00:52:17.292 It was uncharted waters and and in

NOTE Confidence: 0.950317

00:52:17.292 --> 00:52:20.050 respect to now with primary care

NOTE Confidence: 0.950317

00:52:20.050 --> 00:52:21.890 still having that emphasis in regards

NOTE Confidence: 0.950317

00:52:21.890 --> 00:52:23.258 to internal medicine and met peace.

NOTE Confidence: 0.950317

00:52:23.258 --> 00:52:24.782 I was just wondering whether the

NOTE Confidence: 0.950317

00:52:24.782 --> 00:52:26.512 conversation in terms of family

NOTE Confidence: 0.950317

00:52:26.512 --> 00:52:27.710 medicine supporting students who

NOTE Confidence: 0.950317

00:52:27.710 --> 00:52:29.738 are interested in it having some

NOTE Confidence: 0.950317

00:52:29.738 --> 00:52:31.648 kind of track or encouragement.

NOTE Confidence: 0.948080688888889

00:52:34.360 --> 00:52:36.285 We have had the conversation

NOTE Confidence: 0.948080688888889

00:52:36.285 --> 00:52:38.210 and we particularly had a

NOTE Confidence: 0.948080688888889

00:52:38.289 --> 00:52:40.829 conversation about putting a family

NOTE Confidence: 0.948080688888889

00:52:40.829 --> 00:52:43.650 medicine residency in in L&M,

NOTE Confidence: 0.948080688888889

00:52:43.650 --> 00:52:46.875 our hospital in New London.

NOTE Confidence: 0.948080688888889

00:52:46.880 --> 00:52:50.388 There were some funny GME things

NOTE Confidence: 0.948080688888889

00:52:50.388 --> 00:52:52.880 that they had had one fellow there,

NOTE Confidence: 0.948080688888889

00:52:52.880 --> 00:52:55.572 so they were capped at the as being

NOTE Confidence: 0.948080688888889

00:52:55.572 --> 00:52:58.489 able to have one GME person there.

NOTE Confidence: 0.948080688888889

00:52:58.489 --> 00:53:01.070 That's going to change with a new law.

NOTE Confidence: 0.948080688888889

00:53:01.070 --> 00:53:02.510 And so when that happens,

NOTE Confidence: 0.948080688888889

00:53:02.510 --> 00:53:04.386 we will revisit that as a possibility.

NOTE Confidence: 0.925158445

00:53:07.430 --> 00:53:09.706 Yes. In the 1960s,

NOTE Confidence: 0.925158445

00:53:09.706 --> 00:53:12.094 the highways that came in off

NOTE Confidence: 0.925158445

00:53:12.094 --> 00:53:15.149 of 95 were known as the Oak St.

NOTE Confidence: 0.925158445

00:53:15.150 --> 00:53:16.830 connectors and we were in the

NOTE Confidence: 0.925158445

00:53:16.830 --> 00:53:18.318 middle of the Oak St. slums.

NOTE Confidence: 0.925158445

00:53:18.318 --> 00:53:20.940 I I fighting the environment

NOTE Confidence: 0.925158445

00:53:20.940 --> 00:53:24.254 of New Haven is as old as

NOTE Confidence: 0.925158445

00:53:24.254 --> 00:53:26.150 the school way it is. Yeah,

NOTE Confidence: 0.920126725

00:53:26.150 --> 00:53:30.065 No, I have a. Son who was an urban

NOTE Confidence: 0.920126725

00:53:30.065 --> 00:53:32.131 planning undergrad and I was an

NOTE Confidence: 0.920126725

00:53:32.131 --> 00:53:34.021 architect and you know this is

NOTE Confidence: 0.920126725

00:53:34.021 --> 00:53:36.269 New Haven is the case study for

NOTE Confidence: 0.920126725

00:53:36.270 --> 00:53:37.630 effects of bad urban planning.

NOTE Confidence: 0.9301902

00:53:41.590 --> 00:53:45.085 I will say he loves, he loves the

NOTE Confidence: 0.9301902

00:53:45.085 --> 00:53:47.205 School of Public Health building as

NOTE Confidence: 0.9301902

00:53:47.205 --> 00:53:49.270 a as a perfect example of brutalism.

NOTE Confidence: 0.941930833333333

00:53:55.030 --> 00:53:56.710 Steve Brown, we have a question

NOTE Confidence: 0.941930833333333

00:53:56.710 --> 00:53:58.852 actually from a class member 72.

NOTE Confidence: 0.941930833333333

00:53:58.852 --> 00:54:00.609 In the past you've talked about the

NOTE Confidence: 0.941930833333333

00:54:00.609 --> 00:54:02.190 need to improve access to care.

NOTE Confidence: 0.936899133333334

00:54:02.470 --> 00:54:04.423 How is that going? I live in the community.

NOTE Confidence: 0.934503085714286

00:54:05.190 --> 00:54:11.230 So this work that PEG is doing to,

NOTE Confidence: 0.934503085714286

00:54:11.230 --> 00:54:13.603 you know again get us from three

NOTE Confidence: 0.934503085714286

00:54:13.603 --> 00:54:15.814 access centers to a single access

NOTE Confidence: 0.934503085714286

00:54:15.814 --> 00:54:17.590 center will make a huge difference.

NOTE Confidence: 0.934503085714286

00:54:17.590 --> 00:54:20.180 We we also need to change how

NOTE Confidence: 0.934503085714286

00:54:20.180 --> 00:54:22.930 we work as faculty, physicians,

NOTE Confidence: 0.934503085714286

00:54:22.930 --> 00:54:25.310 there's a tendency to.  
NOTE Confidence: 0.934503085714286

00:54:25.310 --> 00:54:26.507 You know, you have a four hour.  
NOTE Confidence: 0.934503085714286

00:54:26.510 --> 00:54:27.870 I mean you've all been through this, right.  
NOTE Confidence: 0.934503085714286

00:54:27.870 --> 00:54:30.110 You have a four hour clinic and  
NOTE Confidence: 0.934503085714286

00:54:30.110 --> 00:54:31.906 and that goes from 8:00 till noon,  
NOTE Confidence: 0.934503085714286

00:54:31.910 --> 00:54:34.862 but you're you show up at 9:00 and you,  
NOTE Confidence: 0.934503085714286

00:54:34.870 --> 00:54:36.585 you know, so we have to change  
NOTE Confidence: 0.934503085714286

00:54:36.585 --> 00:54:38.269 our culture a little bit about  
NOTE Confidence: 0.934503085714286

00:54:38.270 --> 00:54:40.430 our commitment to our patients.  
NOTE Confidence: 0.934503085714286

00:54:40.430 --> 00:54:42.082 It doesn't mean that we are asking  
NOTE Confidence: 0.934503085714286

00:54:42.082 --> 00:54:43.940 faculty to have more than 1/2 day  
NOTE Confidence: 0.934503085714286

00:54:43.940 --> 00:54:45.584 clinic if they're a physician scientist,  
NOTE Confidence: 0.934503085714286

00:54:45.590 --> 00:54:46.892 but to commit to that time  
NOTE Confidence: 0.934503085714286

00:54:46.892 --> 00:54:47.543 when they're there.  
NOTE Confidence: 0.934503085714286

00:54:47.550 --> 00:54:48.230 So yeah.  
NOTE Confidence: 0.957025866666667

00:54:52.350 --> 00:54:54.750 Any other questions? There's one more more



NOTE Confidence: 0.3994468

00:54:56.790 --> 00:54:59.990 than married. So as clinicians,

NOTE Confidence: 0.3994468

00:54:59.990 --> 00:55:01.430 we deal with people, which

NOTE Confidence: 0.9452852225

00:55:01.430 --> 00:55:02.710 is a humanistic effort.

NOTE Confidence: 0.95214665

00:55:03.950 --> 00:55:06.375 And I'm wondering what opportunities

NOTE Confidence: 0.95214665

00:55:06.375 --> 00:55:09.510 there are for the medical students

NOTE Confidence: 0.93899561625

00:55:09.510 --> 00:55:12.110 to engage in the arts and humanities to

NOTE Confidence: 0.93899561625

00:55:12.110 --> 00:55:14.270 help improve their humanistic endeavor.

NOTE Confidence: 0.93899561625

00:55:14.270 --> 00:55:18.970 Yes, we have a wonderful.

NOTE Confidence: 0.93899561625

00:55:18.970 --> 00:55:21.530 Program in humanism in medicine

NOTE Confidence: 0.93899561625

00:55:21.530 --> 00:55:26.170 that offers regular events.

NOTE Confidence: 0.93899561625

00:55:26.170 --> 00:55:28.570 We have, as you probably recall,

NOTE Confidence: 0.93899561625

00:55:28.570 --> 00:55:29.902 the Yale Symphony,

NOTE Confidence: 0.93899561625

00:55:29.902 --> 00:55:32.566 the Yale School of Medicine Symphony,

NOTE Confidence: 0.93899561625

00:55:32.570 --> 00:55:36.650 and many of our students participate in that.

NOTE Confidence: 0.93899561625

00:55:36.650 --> 00:55:38.942 The there's engagement with

NOTE Confidence: 0.93899561625

00:55:38.942 --> 00:55:41.807 the art museums as well.  
NOTE Confidence: 0.93899561625

00:55:41.810 --> 00:55:42.908 So I think all of that's  
NOTE Confidence: 0.93899561625

00:55:42.908 --> 00:55:43.890 quite alive and well here.  
NOTE Confidence: 0.943913018181818

00:55:52.960 --> 00:55:54.612 Can you tell us a little bit  
NOTE Confidence: 0.943913018181818

00:55:54.612 --> 00:55:55.840 about the educational curriculum  
NOTE Confidence: 0.946004114285714

00:55:55.840 --> 00:55:57.604 for the medical students and how that's  
NOTE Confidence: 0.946004114285714

00:55:57.604 --> 00:55:59.360 changed over the last couple of years?  
NOTE Confidence: 0.937378342857143

00:56:00.680 --> 00:56:02.437 So over the last couple of years,  
NOTE Confidence: 0.937378342857143

00:56:02.440 --> 00:56:05.517 not a lot basically since I've  
NOTE Confidence: 0.937378342857143

00:56:05.517 --> 00:56:08.095 been here it is as you know as  
NOTE Confidence: 0.937378342857143

00:56:08.095 --> 00:56:11.184 but as many places now they do 18  
NOTE Confidence: 0.937378342857143

00:56:11.184 --> 00:56:14.592 months before they go into their  
NOTE Confidence: 0.937378342857143

00:56:14.600 --> 00:56:17.128 into their clinical clerkships,  
NOTE Confidence: 0.937378342857143

00:56:17.128 --> 00:56:21.970 their preclinical time is.  
NOTE Confidence: 0.937378342857143

00:56:21.970 --> 00:56:25.890 By you know, things are grouped together  
NOTE Confidence: 0.937378342857143

00:56:25.890 --> 00:56:29.928 logically by not by basic science,

NOTE Confidence: 0.937378342857143

00:56:29.930 --> 00:56:32.408 but by related basic science material.

NOTE Confidence: 0.94226628

00:56:34.650 --> 00:56:37.702 And those blocks run from four weeks

NOTE Confidence: 0.94226628

00:56:37.702 --> 00:56:42.290 to 8 weeks, typically around 4 weeks.

NOTE Confidence: 0.94226628

00:56:42.290 --> 00:56:44.378 So they start with something called

NOTE Confidence: 0.94226628

00:56:44.378 --> 00:56:45.770 Introduction to the profession,

NOTE Confidence: 0.94226628

00:56:45.770 --> 00:56:46.970 which is a very brief block.

NOTE Confidence: 0.94226628

00:56:46.970 --> 00:56:50.082 It's about a two week block. They have.

NOTE Confidence: 0.94226628

00:56:50.082 --> 00:56:52.370 The next one is on you know hematology

NOTE Confidence: 0.94226628

00:56:52.431 --> 00:56:54.706 and genomics and those kinds of things.

NOTE Confidence: 0.94226628

00:56:54.710 --> 00:56:59.078 They have a large Physiology block which is

NOTE Confidence: 0.94226628

00:56:59.078 --> 00:57:01.990 one of our highest rate is rated blocks.

NOTE Confidence: 0.94226628

00:57:01.990 --> 00:57:02.638 There's that.

NOTE Confidence: 0.94226628

00:57:02.638 --> 00:57:04.258 There are many threads that

NOTE Confidence: 0.94226628

00:57:04.258 --> 00:57:06.150 run across that period of time,

NOTE Confidence: 0.94226628

00:57:06.150 --> 00:57:07.358 pharmacology being an example

NOTE Confidence: 0.94226628

00:57:07.358 --> 00:57:08.868 where it's better if it's  
NOTE Confidence: 0.951435086666667

00:57:11.430 --> 00:57:13.726 integrated as you're learning  
NOTE Confidence: 0.951435086666667

00:57:13.726 --> 00:57:16.596 the basic science as well.  
NOTE Confidence: 0.951435086666667

00:57:16.600 --> 00:57:20.638 During their clinical clerkships they have  
NOTE Confidence: 0.927040644705882

00:57:24.600 --> 00:57:27.246 4-12 week blocks, but then they have  
NOTE Confidence: 0.927040644705882

00:57:27.246 --> 00:57:30.018 an extended period of what we call  
NOTE Confidence: 0.927040644705882

00:57:30.018 --> 00:57:33.240 advanced training period and there  
NOTE Confidence: 0.927040644705882

00:57:33.240 --> 00:57:34.840 they have very few requirements  
NOTE Confidence: 0.927040644705882

00:57:34.840 --> 00:57:37.904 and you know, so they do some.  
NOTE Confidence: 0.927040644705882

00:57:37.904 --> 00:57:40.008 Occasional subinternships and electives,  
NOTE Confidence: 0.927040644705882

00:57:40.010 --> 00:57:44.414 but they can also take that time to work on  
NOTE Confidence: 0.927040644705882

00:57:44.414 --> 00:57:47.368 their thesis for extended periods of time.  
NOTE Confidence: 0.927040644705882

00:57:47.370 --> 00:57:49.830 And still a majority of our  
NOTE Confidence: 0.927040644705882

00:57:49.830 --> 00:57:53.530 students take a fifth year as well.  
NOTE Confidence: 0.927040644705882

00:57:53.530 --> 00:57:56.080 So that's just a brief overview  
NOTE Confidence: 0.927040644705882

00:57:56.080 --> 00:57:59.570 of the curriculum, yes.

NOTE Confidence: 0.950317  
00:58:06.620 --> 00:58:09.140 Medical school here years ago,  
NOTE Confidence: 0.950317  
00:58:09.140 --> 00:58:11.206 one of the best lectures I  
NOTE Confidence: 0.950317  
00:58:11.206 --> 00:58:12.936 ever attended was been Scully  
NOTE Confidence: 0.9041413  
00:58:15.620 --> 00:58:17.828 giving a lecture on the architecture  
NOTE Confidence: 0.9041413  
00:58:17.828 --> 00:58:19.876 of The Cave, and particularly  
NOTE Confidence: 0.9041413  
00:58:19.876 --> 00:58:22.730 he did the nice of longest.  
NOTE Confidence: 0.9041413  
00:58:22.730 --> 00:58:24.899 Whatever. Yeah, yeah, so do I.  
NOTE Confidence: 0.944566485714286  
00:58:29.200 --> 00:58:31.048 This is just amazing.  
NOTE Confidence: 0.944566485714286  
00:58:31.048 --> 00:58:33.000 So I'm wondering in light  
NOTE Confidence: 0.944566485714286  
00:58:33.000 --> 00:58:34.400 of the question of humanism,  
NOTE Confidence: 0.944566485714286  
00:58:34.400 --> 00:58:35.939 are there opportunities,  
NOTE Confidence: 0.944566485714286  
00:58:35.939 --> 00:58:37.478 structured opportunities without  
NOTE Confidence: 0.944566485714286  
00:58:37.480 --> 00:58:39.690 having too much effort to where  
NOTE Confidence: 0.944566485714286  
00:58:39.690 --> 00:58:41.740 medical students can take advantage  
NOTE Confidence: 0.944566485714286  
00:58:41.740 --> 00:58:44.639 of this amazing university? Yes,  
NOTE Confidence: 0.9553487

00:58:46.040 --> 00:58:47.504 again, particularly elective time.

NOTE Confidence: 0.9553487

00:58:47.504 --> 00:58:49.745 You know, they have so much elective

NOTE Confidence: 0.9553487

00:58:49.745 --> 00:58:52.119 time they can they can take courses.

NOTE Confidence: 0.9553487

00:58:52.120 --> 00:58:53.933 One of the reasons we want this

NOTE Confidence: 0.9553487

00:58:53.933 --> 00:58:55.550 coaching program is to make sure

NOTE Confidence: 0.9553487

00:58:55.550 --> 00:58:57.110 they have awareness of, you know,

NOTE Confidence: 0.9553487

00:58:57.110 --> 00:58:58.640 to facilitate those kinds of things.

NOTE Confidence: 0.941691154285714

00:59:03.580 --> 00:59:06.424 Several of our MDPHD students are

NOTE Confidence: 0.941691154285714

00:59:06.424 --> 00:59:09.620 doing PHD's in the humanities.

NOTE Confidence: 0.941691154285714

00:59:09.620 --> 00:59:11.738 We have, as you were aware,

NOTE Confidence: 0.941691154285714

00:59:11.740 --> 00:59:14.068 a very strong history of Medicine

NOTE Confidence: 0.941691154285714

00:59:14.068 --> 00:59:15.836 Department and the History of

NOTE Confidence: 0.941691154285714

00:59:15.836 --> 00:59:17.900 Medicine folks spend a lot of

NOTE Confidence: 0.941691154285714

00:59:17.973 --> 00:59:19.054 time teaching undergraduates,

NOTE Confidence: 0.941691154285714

00:59:19.054 --> 00:59:21.039 but also in degraded into

NOTE Confidence: 0.941691154285714

00:59:21.039 --> 00:59:22.580 our curriculum as well,

NOTE Confidence: 0.93019015

00:59:25.140 --> 00:59:27.454 yes. I'm just not familiar

NOTE Confidence: 0.93019015

00:59:27.454 --> 00:59:29.050 with the way the fact they

NOTE Confidence: 0.9383668225

00:59:29.114 --> 00:59:30.668 set up in terms of teaching.

NOTE Confidence: 0.9383668225

00:59:30.670 --> 00:59:32.140 But when we were here we had

NOTE Confidence: 0.9383668225

00:59:32.140 --> 00:59:34.183 exposure to private practitioners.

NOTE Confidence: 0.9383668225

00:59:34.183 --> 00:59:38.010 Is everybody now Yale affiliated or

NOTE Confidence: 0.9383668225

00:59:38.010 --> 00:59:40.670 under the faculty or do they have,

NOTE Confidence: 0.9383668225

00:59:40.670 --> 00:59:42.910 you know we had the moral unit within the VA

NOTE Confidence: 0.942490022222222

00:59:45.230 --> 00:59:48.026 Is there that kind of exposure

NOTE Confidence: 0.942490022222222

00:59:48.026 --> 00:59:50.201 or is everybody Yale back to

NOTE Confidence: 0.942490022222222

00:59:50.201 --> 00:59:52.230 be one way or the other? No

NOTE Confidence: 0.90033307

00:59:53.030 --> 00:59:55.330 Yale New Haven health system

NOTE Confidence: 0.90033307

00:59:55.330 --> 00:59:58.030 is one of the. Rare academic

NOTE Confidence: 0.90033307

00:59:58.030 --> 01:00:00.610 health systems that is not closed

NOTE Confidence: 0.931867368333334

01:00:05.010 --> 01:00:09.460 and you know I would say so there are

NOTE Confidence: 0.931867368333334

01:00:09.460 --> 01:00:11.070 three types of physicians in our own  
NOTE Confidence: 0.931867368333334

01:00:11.126 --> 01:00:13.096 just across the street, it's faculty,  
NOTE Confidence: 0.931867368333334

01:00:13.096 --> 01:00:15.311 it's Northeast Medical Group that  
NOTE Confidence: 0.931867368333334

01:00:15.311 --> 01:00:18.641 will that are more affiliated now and  
NOTE Confidence: 0.931867368333334

01:00:18.641 --> 01:00:20.970 then it's community missions, yes.  
NOTE Confidence: 0.87724295

01:00:26.370 --> 01:00:27.690 Changed over  
NOTE Confidence: 0.9301902

01:00:31.090 --> 01:00:35.130 the years. Nora Wong has written a very nice  
NOTE Confidence: 0.943608066666667

01:00:35.130 --> 01:00:39.362 article on this. Since I wasn't  
NOTE Confidence: 0.943608066666667

01:00:39.362 --> 01:00:43.608 around in 1932, I can't.  
NOTE Confidence: 0.943608066666667

01:00:43.610 --> 01:00:45.090 What I can say is that  
NOTE Confidence: 0.944566485714286

01:00:47.570 --> 01:00:50.328 the fundamentals have not changed at all.  
NOTE Confidence: 0.944566485714286

01:00:50.330 --> 01:00:53.704 You know, I think there are interesting  
NOTE Confidence: 0.944566485714286

01:00:53.704 --> 01:00:55.678 writings about. What winter?  
NOTE Confidence: 0.944566485714286

01:00:55.678 --> 01:00:58.510 And it's really what he really did, you know.  
NOTE Confidence: 0.944566485714286

01:00:58.510 --> 01:01:00.230 So including getting rid of,  
NOTE Confidence: 0.944566485714286

01:01:00.230 --> 01:01:02.310 you know classes in the sense of first,



NOTE Confidence: 0.944566485714286  
01:01:02.310 --> 01:01:03.670 second, third, year, 4th, right.  
NOTE Confidence: 0.944566485714286  
01:01:03.670 --> 01:01:06.510 He really had a vision ahead of his time for  
NOTE Confidence: 0.944566485714286  
01:01:06.580 --> 01:01:10.950 competency based progression in medicine.  
NOTE Confidence: 0.944566485714286  
01:01:10.950 --> 01:01:16.060 I think if you came back and sat in  
NOTE Confidence: 0.944566485714286  
01:01:16.060 --> 01:01:18.702 on courses or didn't sit on a courses  
NOTE Confidence: 0.944566485714286  
01:01:18.702 --> 01:01:21.191 you would have a very you would you  
NOTE Confidence: 0.944566485714286  
01:01:21.191 --> 01:01:22.990 would recognize the place very much.  
NOTE Confidence: 0.82544713  
01:01:25.630 --> 01:01:26.068 Yes, So has  
NOTE Confidence: 0.6260245  
01:01:30.070 --> 01:01:32.710 created, yeah, that's important  
NOTE Confidence: 0.6260245  
01:01:35.110 --> 01:01:37.790 to have people who can remember  
NOTE Confidence: 0.6260245  
01:01:37.790 --> 01:01:40.790 a lot of stuff and it it's  
NOTE Confidence: 0.6260245  
01:01:40.790 --> 01:01:42.198 effectively measurable too.  
NOTE Confidence: 0.6260245  
01:01:42.198 --> 01:01:44.502 So that allows us to do some selection.  
NOTE Confidence: 0.6260245  
01:01:44.510 --> 01:01:46.294 So the alternative would would be to  
NOTE Confidence: 0.6260245  
01:01:46.294 --> 01:01:47.890 find people who are more compassionate  
NOTE Confidence: 0.6260245

01:01:47.939 --> 01:01:49.457 and who can translate that more.

NOTE Confidence: 0.6260245

01:01:49.460 --> 01:01:50.292 And I'm wondering A,

NOTE Confidence: 0.6260245

01:01:50.292 --> 01:01:52.552 if you think that that's really the case.

NOTE Confidence: 0.6260245

01:01:52.552 --> 01:01:54.765 And secondly, are you aware of any

NOTE Confidence: 0.6260245

01:01:54.765 --> 01:01:57.020 data that we can measure compassion,

NOTE Confidence: 0.924439685714286

01:02:00.220 --> 01:02:01.375 I know it when I see it

NOTE Confidence: 0.9201268

01:02:07.740 --> 01:02:13.724 we do our admissions process includes

NOTE Confidence: 0.9201268

01:02:13.724 --> 01:02:16.171 some standardized interviewing,

NOTE Confidence: 0.9201268

01:02:16.171 --> 01:02:19.326 some cases and things that.

NOTE Confidence: 0.9201268

01:02:19.330 --> 01:02:20.802 I'm not a psychologist,

NOTE Confidence: 0.9201268

01:02:20.802 --> 01:02:22.642 but I understand help reveal

NOTE Confidence: 0.9201268

01:02:22.642 --> 01:02:24.728 those characteristics of people.

NOTE Confidence: 0.875939432727273

01:02:27.490 --> 01:02:28.958 But it's very judged.

NOTE Confidence: 0.875939432727273

01:02:28.958 --> 01:02:31.700 I I think it's very subjective and I

NOTE Confidence: 0.875939432727273

01:02:31.700 --> 01:02:34.408 I would say we do a pretty good job in

NOTE Confidence: 0.875939432727273

01:02:34.408 --> 01:02:36.724 our students of landing those people.

NOTE Confidence: 0.875939432727273  
01:02:36.730 --> 01:02:38.930 We do something in residency,  
NOTE Confidence: 0.875939432727273  
01:02:38.930 --> 01:02:41.801 not we yell, but as a country we do  
NOTE Confidence: 0.875939432727273  
01:02:41.801 --> 01:02:43.890 something in residency that blunts that  
NOTE Confidence: 0.939247181  
01:02:45.970 --> 01:02:47.640 and I think that's where  
NOTE Confidence: 0.939247181  
01:02:47.640 --> 01:02:49.310 we ought to be focusing.  
NOTE Confidence: 0.939247181  
01:02:49.310 --> 01:02:50.936 And and some of that is us, right?  
NOTE Confidence: 0.939247181  
01:02:50.936 --> 01:02:52.970 I mean, I think some of it is what  
NOTE Confidence: 0.939247181  
01:02:53.028 --> 01:02:56.022 they see and this is what people  
NOTE Confidence: 0.939247181  
01:02:56.022 --> 01:02:57.510 refer to as the hidden curriculum.  
NOTE Confidence: 0.9301901  
01:03:01.670 --> 01:03:07.210 Yes, thank you. Has Yale done anything  
NOTE Confidence: 0.9301901  
01:03:07.210 --> 01:03:09.185 recently to address the workforce  
NOTE Confidence: 0.9301901  
01:03:09.185 --> 01:03:11.670 needs with respect to behavioral health  
NOTE Confidence: 0.9301901  
01:03:11.670 --> 01:03:15.270 issues that are so prominent now we.  
NOTE Confidence: 0.944566428571428  
01:03:16.510 --> 01:03:18.470 We have a huge department of psychiatry.  
NOTE Confidence: 0.944566428571428  
01:03:18.470 --> 01:03:20.690 Our students, you know,  
NOTE Confidence: 0.944566428571428

01:03:20.690 --> 01:03:22.910 we're very engaged in.  
NOTE Confidence: 0.944566428571428

01:03:22.910 --> 01:03:26.030 We have, we produce a significant proportion  
NOTE Confidence: 0.944566428571428

01:03:26.030 --> 01:03:28.670 of people engaged in mental health.  
NOTE Confidence: 0.944566428571428

01:03:28.670 --> 01:03:31.310 What we're doing clinically is much  
NOTE Confidence: 0.944566428571428

01:03:31.310 --> 01:03:34.770 more embedding people in primary  
NOTE Confidence: 0.944566428571428

01:03:34.770 --> 01:03:38.810 care because there's so much mental  
NOTE Confidence: 0.944566428571428

01:03:38.810 --> 01:03:41.185 health issues across medicine now.  
NOTE Confidence: 0.944566428571428

01:03:41.190 --> 01:03:45.726 I mean I will say for example we're seeing.  
NOTE Confidence: 0.944566428571428

01:03:45.730 --> 01:03:49.209 Post COVID, we're seeing a surge in  
NOTE Confidence: 0.944566428571428

01:03:49.210 --> 01:03:50.800 anger among patients and there's real  
NOTE Confidence: 0.944566428571428

01:03:50.800 --> 01:03:52.289 concern about safety and you know,  
NOTE Confidence: 0.944566428571428

01:03:52.290 --> 01:03:54.185 you've seen the stories nationally  
NOTE Confidence: 0.944566428571428

01:03:54.185 --> 01:03:56.080 and and that's something we're  
NOTE Confidence: 0.944566428571428

01:03:56.144 --> 01:03:57.368 thinking a lot about.  
NOTE Confidence: 0.944566428571428

01:03:57.370 --> 01:03:59.530 Yes, a number  
NOTE Confidence: 0.950317

01:03:59.530 --> 01:04:03.090 of universities that are programmed

NOTE Confidence: 0.950317

01:04:03.090 --> 01:04:06.418 on doctors, right, Learning how

NOTE Confidence: 0.950317

01:04:06.418 --> 01:04:09.130 to find the general population.

NOTE Confidence: 0.924442315

01:04:10.210 --> 01:04:11.778 Does Yale have a kind of a

NOTE Confidence: 0.924442315

01:04:11.778 --> 01:04:13.316 program like that? We do.

NOTE Confidence: 0.924442315

01:04:13.316 --> 01:04:15.048 It's not just physicians.

NOTE Confidence: 0.924442315

01:04:15.050 --> 01:04:16.438 It's a universityed program,

NOTE Confidence: 0.924442315

01:04:16.438 --> 01:04:18.933 but we put about five or six

NOTE Confidence: 0.924442315

01:04:18.933 --> 01:04:20.648 people through it each year,

NOTE Confidence: 0.924442315

01:04:20.650 --> 01:04:26.170 typically rising early faculty, early mid.

NOTE Confidence: 0.924442315

01:04:26.170 --> 01:04:29.848 Faculty who have developed a career,

NOTE Confidence: 0.924442315

01:04:29.850 --> 01:04:30.756 have expertise,

NOTE Confidence: 0.924442315

01:04:30.756 --> 01:04:32.568 are passionate about something,

NOTE Confidence: 0.924442315

01:04:32.570 --> 01:04:34.136 and they learn how to write

NOTE Confidence: 0.924442315

01:04:34.136 --> 01:04:35.995 oped pieces and how to how

NOTE Confidence: 0.924442315

01:04:35.995 --> 01:04:37.129 to communicate effectively.

NOTE Confidence: 0.955348632

01:04:40.140 --> 01:04:42.060 You briefly mentioned the challenge  
NOTE Confidence: 0.955348632

01:04:42.060 --> 01:04:43.980 of having to memorize things.  
NOTE Confidence: 0.955348632

01:04:43.980 --> 01:04:46.192 I've been in practice surgery in the  
NOTE Confidence: 0.955348632

01:04:46.192 --> 01:04:48.435 Boston area for 35 years and have taught  
NOTE Confidence: 0.955348632

01:04:48.435 --> 01:04:50.140 it all through the medical school.  
NOTE Confidence: 0.955348632

01:04:50.140 --> 01:04:51.988 And I've learned with my colleagues that  
NOTE Confidence: 0.955348632

01:04:51.988 --> 01:04:53.699 as we're teaching nurturing students,  
NOTE Confidence: 0.955348632

01:04:53.700 --> 01:04:55.806 we teach them that they need to learn how  
NOTE Confidence: 0.955348632

01:04:55.806 --> 01:04:58.060 to recognize disease patterns and solve  
NOTE Confidence: 0.955348632

01:04:58.060 --> 01:05:00.240 problems and not minimize anything.  
NOTE Confidence: 0.955348632

01:05:00.240 --> 01:05:02.800 They can't remember the name of the syndrome.  
NOTE Confidence: 0.955348632

01:05:02.800 --> 01:05:04.340 Who cares as long as they understand  
NOTE Confidence: 0.938576366666667

01:05:04.340 --> 01:05:06.896 what it is. Yeah. That's great.  
NOTE Confidence: 0.938576366666667

01:05:06.900 --> 01:05:08.532 I I volunteer at the Haven  
NOTE Confidence: 0.938576366666667

01:05:08.532 --> 01:05:10.620 clinic and I'm so glad that like,  
NOTE Confidence: 0.938576366666667

01:05:10.620 --> 01:05:13.460 I don't need to remember

NOTE Confidence: 0.938576366666667  
01:05:13.460 --> 01:05:15.020 the names of current drugs.  
NOTE Confidence: 0.938576366666667  
01:05:15.020 --> 01:05:16.100 You know, I what I and.  
NOTE Confidence: 0.938576366666667  
01:05:16.100 --> 01:05:17.540 And you're exactly right.  
NOTE Confidence: 0.938576366666667  
01:05:17.540 --> 01:05:20.036 What I add is that when I walk  
NOTE Confidence: 0.938576366666667  
01:05:20.036 --> 01:05:22.060 into a room I can recognize when  
NOTE Confidence: 0.938576366666667  
01:05:22.060 --> 01:05:23.672 someone's sick and I can examine  
NOTE Confidence: 0.938576366666667  
01:05:23.672 --> 01:05:25.579 them and and I can make a judgment,  
NOTE Confidence: 0.938576366666667  
01:05:25.580 --> 01:05:27.540 a triage that the students know all their  
NOTE Confidence: 0.938576366666667  
01:05:27.540 --> 01:05:28.700 antibiotics and all that, you know.  
NOTE Confidence: 0.950317  
01:05:33.020 --> 01:05:34.497 I'm getting we're getting the signal here.  
NOTE Confidence: 0.946962533333333  
01:05:36.100 --> 01:05:36.859 Thanks very much.  
NOTE Confidence: 0.9301902  
01:05:42.540 --> 01:05:44.148 I think it's all of you  
NOTE Confidence: 0.9301902  
01:05:44.148 --> 01:05:45.658 can appreciate it spend a  
NOTE Confidence: 0.927144671111111  
01:05:45.660 --> 01:05:48.018 breath of fresh air to have Dean Brown here.  
NOTE Confidence: 0.927144671111111  
01:05:48.020 --> 01:05:49.868 And I have enjoyed very much  
NOTE Confidence: 0.927144671111111

01:05:49.868 --> 01:05:51.100 my interactions with her,  
NOTE Confidence: 0.9271446711111111

01:05:51.100 --> 01:05:55.198 with my the last year plus as the president  
NOTE Confidence: 0.9271446711111111

01:05:55.198 --> 01:05:58.080 of the organization when she first came.  
NOTE Confidence: 0.9271446711111111

01:05:58.080 --> 01:06:00.005 On to the in February,  
NOTE Confidence: 0.9271446711111111

01:06:00.010 --> 01:06:02.183 I guess of 2020 was it? Yeah.  
NOTE Confidence: 0.9271446711111111

01:06:02.183 --> 01:06:05.843 Dora Wong, one of our active members  
NOTE Confidence: 0.9271446711111111

01:06:05.843 --> 01:06:08.850 in the Association had written up a  
NOTE Confidence: 0.9271446711111111

01:06:08.850 --> 01:06:12.524 a chapter on Dean Vindernet's and  
NOTE Confidence: 0.9271446711111111

01:06:12.524 --> 01:06:15.590 the 100 year anniversary of the Yale  
NOTE Confidence: 0.9271446711111111

01:06:15.669 --> 01:06:18.250 system and I gave a a copy of it.  
NOTE Confidence: 0.9271446711111111

01:06:18.250 --> 01:06:21.146 It was still nearly finished  
NOTE Confidence: 0.9271446711111111

01:06:21.146 --> 01:06:23.098 draft to Dean Brown.  
NOTE Confidence: 0.9271446711111111

01:06:23.100 --> 01:06:24.220 And she read it  
NOTE Confidence: 0.93019015

01:06:27.020 --> 01:06:29.850 and and that began conversations about  
NOTE Confidence: 0.93019015

01:06:29.850 --> 01:06:32.650 the Yale system and the resurrection  
NOTE Confidence: 0.93019015

01:06:32.650 --> 01:06:35.340 of the system which had fallen



NOTE Confidence: 0.93019015

01:06:35.340 --> 01:06:38.016 in disrepair before she arrived.

NOTE Confidence: 0.93019015

01:06:38.016 --> 01:06:40.606 So thank you personally and

NOTE Confidence: 0.93019015

01:06:40.606 --> 01:06:43.485 for all of us alarms Okay.

NOTE Confidence: 0.93019015

01:06:43.485 --> 01:06:45.620 It's time to start the business meeting.

NOTE Confidence: 0.93019015

01:06:45.620 --> 01:06:49.085 I'm told here was a my overly

NOTE Confidence: 0.93019015

01:06:49.085 --> 01:06:52.140 scripted list of things to do. So

NOTE Confidence: 0.93824092

01:06:54.180 --> 01:06:55.764 we have a good group this

NOTE Confidence: 0.93824092

01:06:55.764 --> 01:06:56.820 coming to the reunion.

NOTE Confidence: 0.93824092

01:06:56.820 --> 01:06:58.940 Not all here in the room with us,

NOTE Confidence: 0.93824092

01:06:58.940 --> 01:07:03.477 but there are more than 300 guests

NOTE Confidence: 0.93824092

01:07:03.477 --> 01:07:07.419 who have registered for the reunion.

NOTE Confidence: 0.93824092

01:07:07.420 --> 01:07:10.752 The class of 1973 which is celebrating

NOTE Confidence: 0.93824092

01:07:10.752 --> 01:07:13.320 his 50th reunion has 62 alums

NOTE Confidence: 0.93824092

01:07:13.320 --> 01:07:15.980 and and guests in the class of

NOTE Confidence: 0.93824092

01:07:15.980 --> 01:07:19.880 1988 celebrating 25th has 55 so.

NOTE Confidence: 0.93824092

01:07:19.880 --> 01:07:22.544 A large turnout and we appreciate  
NOTE Confidence: 0.93824092

01:07:22.544 --> 01:07:23.876 that very much.  
NOTE Confidence: 0.937737855833333

01:07:28.160 --> 01:07:31.184 I wanted to give you a brief update on  
NOTE Confidence: 0.937737855833333

01:07:31.184 --> 01:07:35.280 the association and what it's up to.  
NOTE Confidence: 0.937737855833333

01:07:35.280 --> 01:07:39.788 Our primary goal is to assist  
NOTE Confidence: 0.937737855833333

01:07:39.788 --> 01:07:43.115 the school and and Dean Brown in  
NOTE Confidence: 0.937737855833333

01:07:43.115 --> 01:07:45.690 the development of the school.  
NOTE Confidence: 0.937737855833333

01:07:45.690 --> 01:07:50.714 In in in ways that we can not always in  
NOTE Confidence: 0.937737855833333

01:07:50.714 --> 01:07:53.969 agreement but always in collaboration.  
NOTE Confidence: 0.940253546666667

01:07:56.650 --> 01:07:59.086 We during this last year have  
NOTE Confidence: 0.940253546666667

01:07:59.090 --> 01:08:01.250 instituted a couple of new things  
NOTE Confidence: 0.940253546666667

01:08:01.250 --> 01:08:04.130 one is we are have a an amendment  
NOTE Confidence: 0.940253546666667

01:08:04.130 --> 01:08:05.930 to our constitution which you're  
NOTE Confidence: 0.940253546666667

01:08:05.930 --> 01:08:08.730 been asked to vote on which creates  
NOTE Confidence: 0.940253546666667

01:08:08.730 --> 01:08:11.393 an America emeritus America status.  
NOTE Confidence: 0.940253546666667

01:08:11.393 --> 01:08:15.898 For the leadership of the AY AM who

NOTE Confidence: 0.940253546666667  
01:08:15.898 --> 01:08:18.662 rotate off and and you know what do they  
NOTE Confidence: 0.940253546666667  
01:08:18.662 --> 01:08:20.940 do then I mean you know in a in a in  
NOTE Confidence: 0.940253546666667  
01:08:20.940 --> 01:08:23.100 a year I'll no longer be the president.  
NOTE Confidence: 0.940253546666667  
01:08:23.100 --> 01:08:27.880 And we we we needed to have a way to have  
NOTE Confidence: 0.940253546666667  
01:08:27.880 --> 01:08:31.741 the insights and experience of our past  
NOTE Confidence: 0.940253546666667  
01:08:31.741 --> 01:08:34.860 leaders available to us as we move forward.  
NOTE Confidence: 0.940253546666667  
01:08:34.860 --> 01:08:38.150 And so we created that's the automatic  
NOTE Confidence: 0.940253546666667  
01:08:38.150 --> 01:08:40.300 status of America's America.  
NOTE Confidence: 0.940253546666667  
01:08:40.300 --> 01:08:42.316 Which will allow them to participate  
NOTE Confidence: 0.940253546666667  
01:08:42.316 --> 01:08:44.780 in the work of the association,  
NOTE Confidence: 0.940253546666667  
01:08:44.780 --> 01:08:48.076 everything except membership of  
NOTE Confidence: 0.940253546666667  
01:08:48.076 --> 01:08:49.540 the executive committee.  
NOTE Confidence: 0.940253546666667  
01:08:49.540 --> 01:08:51.969 But they come to the meetings and  
NOTE Confidence: 0.940253546666667  
01:08:51.969 --> 01:08:55.640 I tasked them with jobs to do and  
NOTE Confidence: 0.940253546666667  
01:08:55.640 --> 01:08:57.904 it's really been very helpful.  
NOTE Confidence: 0.940253546666667

01:08:57.904 --> 01:09:00.500 So you you've been asked to vote for that,  
NOTE Confidence: 0.940253546666667

01:09:00.500 --> 01:09:02.859 but I don't imagine anybody would have  
NOTE Confidence: 0.940253546666667

01:09:02.860 --> 01:09:05.499 a great deal of opposition to it,  
NOTE Confidence: 0.940253546666667

01:09:05.500 --> 01:09:07.327 our vice President.  
NOTE Confidence: 0.940253546666667

01:09:07.327 --> 01:09:11.590 Paul Leong has started a program of  
NOTE Confidence: 0.940253546666667

01:09:11.590 --> 01:09:17.266 engagement of alumni in various specialties,  
NOTE Confidence: 0.940253546666667

01:09:17.270 --> 01:09:19.710 the first one being Neurosurgery,  
NOTE Confidence: 0.940253546666667

01:09:19.710 --> 01:09:25.430 who will come together for a zoom meeting,  
NOTE Confidence: 0.940253546666667

01:09:25.430 --> 01:09:27.030 six of them a panel,  
NOTE Confidence: 0.940253546666667

01:09:27.030 --> 01:09:29.778 and the students who are interested  
NOTE Confidence: 0.940253546666667

01:09:29.778 --> 01:09:31.610 in that particular specialty.  
NOTE Confidence: 0.940253546666667

01:09:31.610 --> 01:09:34.778 Will have a chance to hear from them  
NOTE Confidence: 0.940253546666667

01:09:34.778 --> 01:09:38.545 and to ask questions and get advice  
NOTE Confidence: 0.940253546666667

01:09:38.545 --> 01:09:41.646 on how to become a neurosurgeon if  
NOTE Confidence: 0.940253546666667

01:09:41.646 --> 01:09:43.291 that's just something that they  
NOTE Confidence: 0.940253546666667

01:09:43.291 --> 01:09:45.166 think they might be interested in.

NOTE Confidence: 0.940253546666667  
01:09:45.170 --> 01:09:48.298 So we're in that first meeting which  
NOTE Confidence: 0.940253546666667  
01:09:48.298 --> 01:09:50.410 I think is going to be next month,  
NOTE Confidence: 0.940253546666667  
01:09:50.410 --> 01:09:52.570 although I could be off by a bit.  
NOTE Confidence: 0.940253546666667  
01:09:52.570 --> 01:09:56.538 The we will have the chairs of certain  
NOTE Confidence: 0.940253546666667  
01:09:56.538 --> 01:09:59.141 departments and from from different  
NOTE Confidence: 0.940253546666667  
01:09:59.141 --> 01:10:02.900 medical schools all of them Yale graduates.  
NOTE Confidence: 0.940253546666667  
01:10:02.900 --> 01:10:06.041 He plans then the next one would be on  
NOTE Confidence: 0.940253546666667  
01:10:06.041 --> 01:10:08.563 Pediatrics and he plans to go through  
NOTE Confidence: 0.940253546666667  
01:10:08.563 --> 01:10:11.180 these just through all the specialties,  
NOTE Confidence: 0.940253546666667  
01:10:11.180 --> 01:10:14.676 so that that's an important new initiative.  
NOTE Confidence: 0.940253546666667  
01:10:14.676 --> 01:10:17.219 Another one is that we're still in the  
NOTE Confidence: 0.940253546666667  
01:10:17.220 --> 01:10:21.450 development stages of it's twofold.  
NOTE Confidence: 0.940253546666667  
01:10:21.450 --> 01:10:23.910 One is financial literacy.  
NOTE Confidence: 0.940253546666667  
01:10:23.910 --> 01:10:26.706 So that the students when they,  
NOTE Confidence: 0.940253546666667  
01:10:26.710 --> 01:10:27.838 you know they,  
NOTE Confidence: 0.940253546666667

01:10:27.838 --> 01:10:30.450 I mean they've been taking money from  
NOTE Confidence: 0.940253546666667

01:10:30.450 --> 01:10:33.453 the from the school and all of a sudden  
NOTE Confidence: 0.940253546666667

01:10:33.453 --> 01:10:36.550 one day they have a job and what do they do,  
NOTE Confidence: 0.940253546666667

01:10:36.550 --> 01:10:38.470 how do they manage that?  
NOTE Confidence: 0.940253546666667

01:10:38.470 --> 01:10:40.374 One of the things that that that  
NOTE Confidence: 0.940253546666667

01:10:40.374 --> 01:10:42.404 the theme that would probably be the  
NOTE Confidence: 0.940253546666667

01:10:42.404 --> 01:10:44.893 first one that we present as a Zoom  
NOTE Confidence: 0.940253546666667

01:10:44.893 --> 01:10:46.628 meeting is on disability insurance.  
NOTE Confidence: 0.940253546666667

01:10:46.630 --> 01:10:47.920 Now this is something that nobody  
NOTE Confidence: 0.940253546666667

01:10:47.920 --> 01:10:49.463 ever talked to me about when I  
NOTE Confidence: 0.940253546666667

01:10:49.463 --> 01:10:50.307 was in medical school,  
NOTE Confidence: 0.940253546666667

01:10:50.310 --> 01:10:53.238 but let's say you become a plastic surgeon.  
NOTE Confidence: 0.940253546666667

01:10:53.240 --> 01:10:57.356 And develop a carpal tunnel syndrome.  
NOTE Confidence: 0.940253546666667

01:10:57.360 --> 01:10:58.960 Then what?  
NOTE Confidence: 0.940253546666667

01:10:58.960 --> 01:11:01.221 So it's not too early when you  
NOTE Confidence: 0.940253546666667

01:11:01.221 --> 01:11:03.001 graduate because it's cheaper than

NOTE Confidence: 0.940253546666667  
01:11:03.001 --> 01:11:05.374 when you're young to get disability  
NOTE Confidence: 0.940253546666667  
01:11:05.374 --> 01:11:07.464 insurance that will cover you  
NOTE Confidence: 0.940253546666667  
01:11:07.464 --> 01:11:09.920 for these certain disabilities.  
NOTE Confidence: 0.940253546666667  
01:11:09.920 --> 01:11:13.000 And another one is the ergonomics.  
NOTE Confidence: 0.9301902  
01:11:16.240 --> 01:11:18.130 I'm not a surgeon, but I.  
NOTE Confidence: 0.9301902  
01:11:18.130 --> 01:11:19.582 Remember with horror,  
NOTE Confidence: 0.9301902  
01:11:19.582 --> 01:11:22.970 standing behind a bunch of blue backs,  
NOTE Confidence: 0.9301902  
01:11:22.970 --> 01:11:25.625 holding, holding a retractor and  
NOTE Confidence: 0.9301902  
01:11:25.625 --> 01:11:27.970 wishing I had some place to sit?  
NOTE Confidence: 0.902182760714286  
01:11:31.010 --> 01:11:34.618 So so that that whole thing of of  
NOTE Confidence: 0.902182760714286  
01:11:34.618 --> 01:11:37.688 ergonomics and its effect on burnout,  
NOTE Confidence: 0.902182760714286  
01:11:37.690 --> 01:11:40.650 how they wearing out of the human body.  
NOTE Confidence: 0.902182760714286  
01:11:40.650 --> 01:11:42.330 Because we don't take care of it.  
NOTE Confidence: 0.902182760714286  
01:11:42.330 --> 01:11:44.040 We're too busy doing what  
NOTE Confidence: 0.902182760714286  
01:11:44.040 --> 01:11:47.040 we're trained to do, ends up.  
NOTE Confidence: 0.902182760714286

01:11:47.040 --> 01:11:49.483 Causing burnout and A and a loss  
NOTE Confidence: 0.902182760714286

01:11:49.483 --> 01:11:52.279 of of the physician workforce.  
NOTE Confidence: 0.902182760714286

01:11:52.280 --> 01:11:53.965 So those are the initiatives  
NOTE Confidence: 0.902182760714286

01:11:53.965 --> 01:11:55.313 that we have underway,  
NOTE Confidence: 0.902182760714286

01:11:55.320 --> 01:11:57.365 all directed by the executive  
NOTE Confidence: 0.902182760714286

01:11:57.365 --> 01:11:59.410 committee that you're going to  
NOTE Confidence: 0.902182760714286

01:11:59.485 --> 01:12:01.753 be voting for members of in the  
NOTE Confidence: 0.902182760714286

01:12:01.753 --> 01:12:04.558 moment or we'll be voting on them.  
NOTE Confidence: 0.902182760714286

01:12:04.560 --> 01:12:09.118 So we welcome all of your input.  
NOTE Confidence: 0.902182760714286

01:12:09.120 --> 01:12:11.478 You know your membership in the  
NOTE Confidence: 0.902182760714286

01:12:11.480 --> 01:12:14.288 AY AM comes with your diploma.  
NOTE Confidence: 0.902182760714286

01:12:14.290 --> 01:12:17.825 So you're all members and you're all  
NOTE Confidence: 0.902182760714286

01:12:17.825 --> 01:12:20.148 welcome and you're welcome to come to  
NOTE Confidence: 0.902182760714286

01:12:20.148 --> 01:12:22.195 the meetings and you're very welcome  
NOTE Confidence: 0.902182760714286

01:12:22.195 --> 01:12:24.836 to participate and to let me know or  
NOTE Confidence: 0.902182760714286

01:12:24.836 --> 01:12:27.127 the alumni office know if you have



NOTE Confidence: 0.902182760714286

01:12:27.127 --> 01:12:29.402 an interest in serving either as a

NOTE Confidence: 0.902182760714286

01:12:29.476 --> 01:12:32.714 leader of the AYM or to to one of

NOTE Confidence: 0.902182760714286

01:12:32.714 --> 01:12:35.210 these adventures that I've spoken of.

NOTE Confidence: 0.902182760714286

01:12:35.210 --> 01:12:37.666 And then the the last one is to

NOTE Confidence: 0.902182760714286

01:12:37.666 --> 01:12:39.948 support Dean Brown when she goes

NOTE Confidence: 0.902182760714286

01:12:39.948 --> 01:12:42.336 across the country and visits places.

NOTE Confidence: 0.902182760714286

01:12:42.340 --> 01:12:44.391 And we've I think we've we in

NOTE Confidence: 0.902182760714286

01:12:44.391 --> 01:12:46.869 Minneapolis we did a good job of that and

NOTE Confidence: 0.902182760714286

01:12:46.869 --> 01:12:49.058 probably I think in the San Francisco.

NOTE Confidence: 0.902182760714286

01:12:49.060 --> 01:12:53.166 So we're we're trying to develop in in

NOTE Confidence: 0.902182760714286

01:12:53.166 --> 01:12:56.348 the major cities where most of our our,

NOTE Confidence: 0.902182760714286

01:12:56.348 --> 01:12:59.742 our students end up and we have a lot

NOTE Confidence: 0.902182760714286

01:12:59.742 --> 01:13:03.037 of alums groups of alums who are who

NOTE Confidence: 0.902182760714286

01:13:03.037 --> 01:13:05.754 who get together at least by text message.

NOTE Confidence: 0.902182760714286

01:13:05.754 --> 01:13:08.183 And are prepared to welcome the Dean

NOTE Confidence: 0.902182760714286

01:13:08.183 --> 01:13:10.620 when she comes to visit those cities.  
NOTE Confidence: 0.902182760714286

01:13:10.620 --> 01:13:12.538 Which reminds me of one other thing  
NOTE Confidence: 0.902182760714286

01:13:12.540 --> 01:13:15.100 that we've done is that as you saw,  
NOTE Confidence: 0.902182760714286

01:13:15.100 --> 01:13:17.781 there were a lot of our students  
NOTE Confidence: 0.902182760714286

01:13:17.781 --> 01:13:20.620 who are going up to our our sister  
NOTE Confidence: 0.902182760714286

01:13:20.620 --> 01:13:23.188 institution to the north and  
NOTE Confidence: 0.902182760714286

01:13:23.188 --> 01:13:25.140 where they'll become lost.  
NOTE Confidence: 0.902182760714286

01:13:25.140 --> 01:13:25.380 But  
NOTE Confidence: 0.933065457142857

01:13:29.260 --> 01:13:31.416 but in an effort to help them,  
NOTE Confidence: 0.933065457142857

01:13:31.420 --> 01:13:33.840 there's they're having a meeting.  
NOTE Confidence: 0.933065457142857

01:13:33.840 --> 01:13:36.837 Of all of them are being gathered there by  
NOTE Confidence: 0.933065457142857

01:13:36.840 --> 01:13:40.200 one of our alums who's who's who set this up,  
NOTE Confidence: 0.933065457142857

01:13:40.200 --> 01:13:43.440 who will have a social gathering,  
NOTE Confidence: 0.933065457142857

01:13:43.440 --> 01:13:45.432 which will also have Yale alums  
NOTE Confidence: 0.933065457142857

01:13:45.432 --> 01:13:47.853 who are on the faculty there  
NOTE Confidence: 0.933065457142857

01:13:47.853 --> 01:13:49.877 at the various institutions.

NOTE Confidence: 0.933065457142857  
01:13:49.880 --> 01:13:52.358 You know that Yale doesn't have it.  
NOTE Confidence: 0.933065457142857  
01:13:52.360 --> 01:13:53.416 A real medical school,  
NOTE Confidence: 0.933065457142857  
01:13:53.416 --> 01:13:55.000 it's just a bunch of hospitals.  
NOTE Confidence: 0.933065457142857  
01:13:55.000 --> 01:13:56.760 I mean Harvard I meant.  
NOTE Confidence: 0.933065457142857  
01:13:56.760 --> 01:13:59.120 And the joke about when I  
NOTE Confidence: 0.933065457142857  
01:13:59.120 --> 01:14:00.360 was there at the Brigham,  
NOTE Confidence: 0.933065457142857  
01:14:00.360 --> 01:14:01.304 the joke was that.  
NOTE Confidence: 0.933065457142857  
01:14:01.304 --> 01:14:03.082 The only job the Dean of Harvard  
NOTE Confidence: 0.933065457142857  
01:14:03.082 --> 01:14:04.894 Medical School had was to make  
NOTE Confidence: 0.933065457142857  
01:14:04.894 --> 01:14:06.630 sure the heating system worked.  
NOTE Confidence: 0.9201268  
01:14:11.550 --> 01:14:13.786 So there will be a social gathering  
NOTE Confidence: 0.9201268  
01:14:13.786 --> 01:14:16.306 of of our recent graduates who are  
NOTE Confidence: 0.9201268  
01:14:16.306 --> 01:14:18.520 just starting in their careers up  
NOTE Confidence: 0.9201268  
01:14:18.593 --> 01:14:20.810 there in Boston to gather together.  
NOTE Confidence: 0.9201268  
01:14:20.810 --> 01:14:23.330 We planning one for our Yale  
NOTE Confidence: 0.9201268

01:14:23.330 --> 01:14:25.279 graduates here in in in in Milford,  
NOTE Confidence: 0.9201268

01:14:25.279 --> 01:14:26.980 but it kind of they they weren't  
NOTE Confidence: 0.9201268

01:14:27.041 --> 01:14:28.389 terribly interested in it,  
NOTE Confidence: 0.9201268

01:14:28.390 --> 01:14:30.020 I guess because they don't.  
NOTE Confidence: 0.9201268

01:14:30.020 --> 01:14:31.700 They're not worried about culture shock,  
NOTE Confidence: 0.9201268

01:14:31.700 --> 01:14:37.608 but anyway that's that's so  
NOTE Confidence: 0.9201268

01:14:37.608 --> 01:14:40.176 that's what we've been up to.  
NOTE Confidence: 0.9201268

01:14:40.180 --> 01:14:43.526 The next thing is that you've been  
NOTE Confidence: 0.9201268

01:14:43.526 --> 01:14:48.912 asked to vote for new members of the  
NOTE Confidence: 0.9201268

01:14:48.912 --> 01:14:51.860 executive committee and I want to  
NOTE Confidence: 0.9201268

01:14:51.860 --> 01:14:54.660 thank the the expiring members who now  
NOTE Confidence: 0.9201268

01:14:54.660 --> 01:14:56.820 become emeritus and America members.  
NOTE Confidence: 0.941930758333334

01:14:59.250 --> 01:15:00.366 So you're being asked for them,  
NOTE Confidence: 0.941930758333334

01:15:00.370 --> 01:15:02.530 the, the nominees.  
NOTE Confidence: 0.941930758333334

01:15:02.530 --> 01:15:05.545 And this year, I think probably  
NOTE Confidence: 0.941930758333334

01:15:05.545 --> 01:15:07.725 for the first time your ballot has

NOTE Confidence: 0.941930758333334

01:15:07.725 --> 01:15:09.450 had some information about them.

NOTE Confidence: 0.941930758333334

01:15:09.450 --> 01:15:12.850 Before it was just a series of names.

NOTE Confidence: 0.941930758333334

01:15:12.850 --> 01:15:14.369 So now you have some information about

NOTE Confidence: 0.941930758333334

01:15:14.369 --> 01:15:16.090 them and and hopefully some pictures.

NOTE Confidence: 0.941930758333334

01:15:16.090 --> 01:15:18.764 I think we got pictures from everyone.

NOTE Confidence: 0.941930758333334

01:15:18.770 --> 01:15:23.769 Linda Armstrong is works for Novartis

NOTE Confidence: 0.941930758333334

01:15:23.769 --> 01:15:29.240 and New York and is in the class of 88.

NOTE Confidence: 0.941930758333334

01:15:29.240 --> 01:15:31.879 Miriam Askari in the class of 97,

NOTE Confidence: 0.941930758333334

01:15:31.880 --> 01:15:35.320 she's a has already served two

NOTE Confidence: 0.941930758333334

01:15:35.320 --> 01:15:38.800 years as a executive committee

NOTE Confidence: 0.941930758333334

01:15:38.800 --> 01:15:41.680 member and she's up for reelection.

NOTE Confidence: 0.941930758333334

01:15:41.680 --> 01:15:45.845 Elizabeth Quatraki is a psychiatrist

NOTE Confidence: 0.941930758333334

01:15:45.845 --> 01:15:50.160 in at in Boston class of 94.

NOTE Confidence: 0.9402536

01:15:52.520 --> 01:15:56.533 Amaya Kulkarni is a someone

NOTE Confidence: 0.9402536

01:15:56.533 --> 01:15:59.998 coming up for a reelection.

NOTE Confidence: 0.9402536

01:16:00.000 --> 01:16:03.828 It's in the O6M D and Jill  
NOTE Confidence: 0.9402536

01:16:03.828 --> 01:16:08.260 Silverman of class of 79 in New  
NOTE Confidence: 0.9402536

01:16:08.260 --> 01:16:10.840 York is coming up for reelection.  
NOTE Confidence: 0.9402536

01:16:10.840 --> 01:16:13.952 She to the associate to  
NOTE Confidence: 0.9402536

01:16:13.952 --> 01:16:15.560 the executive committee.  
NOTE Confidence: 0.9402536

01:16:15.560 --> 01:16:18.720 We have two nominees for the  
NOTE Confidence: 0.943607958888889

01:16:20.760 --> 01:16:22.984 YAA, the alumni association.  
NOTE Confidence: 0.943607958888889

01:16:22.984 --> 01:16:25.764 We get delegates to that.  
NOTE Confidence: 0.943607958888889

01:16:25.770 --> 01:16:28.008 And we we have two delegate  
NOTE Confidence: 0.943607958888889

01:16:28.008 --> 01:16:30.786 nominees that are on the ballot.  
NOTE Confidence: 0.943607958888889

01:16:30.786 --> 01:16:34.098 Jennifer Troy is a dermatologist in  
NOTE Confidence: 0.943607958888889

01:16:34.098 --> 01:16:37.861 Chicago from a class of of O3 who  
NOTE Confidence: 0.943607958888889

01:16:37.861 --> 01:16:42.092 was one of the people who who there  
NOTE Confidence: 0.943607958888889

01:16:42.092 --> 01:16:44.348 is a website where you can go on  
NOTE Confidence: 0.943607958888889

01:16:44.348 --> 01:16:46.750 and and express your interest in  
NOTE Confidence: 0.943607958888889

01:16:46.750 --> 01:16:49.057 serving in a leadership position in

NOTE Confidence: 0.943607958888889

01:16:49.057 --> 01:16:52.015 a Y AM and she did that and she's now

NOTE Confidence: 0.943607958888889

01:16:52.015 --> 01:16:55.762 going to be a delegate to the YAA.

NOTE Confidence: 0.943607958888889

01:16:55.762 --> 01:17:00.940 And Wilhemina Covar in the past of 77,

NOTE Confidence: 0.943607958888889

01:17:00.940 --> 01:17:03.658 is a pain specialist in Florida

NOTE Confidence: 0.943607958888889

01:17:03.658 --> 01:17:05.017 and Central Florida.

NOTE Confidence: 0.943607958888889

01:17:05.020 --> 01:17:07.176 And so she is the other nominee

NOTE Confidence: 0.943607958888889

01:17:07.180 --> 01:17:10.220 for the YAA delegates.

NOTE Confidence: 0.943607958888889

01:17:10.220 --> 01:17:13.856 If you want to serve in any of those roles.

NOTE Confidence: 0.943607958888889

01:17:13.860 --> 01:17:16.280 Again, there is a website and

NOTE Confidence: 0.943607958888889

01:17:16.280 --> 01:17:18.380 I forget what it is,

NOTE Confidence: 0.943607958888889

01:17:18.380 --> 01:17:21.660 but it's the alumni office

NOTE Confidence: 0.943607958888889

01:17:21.660 --> 01:17:23.488 or you can contact.

NOTE Confidence: 0.943607958888889

01:17:23.488 --> 01:17:27.497 The the Just a Y AM at Al dot

NOTE Confidence: 0.943607958888889

01:17:27.497 --> 01:17:31.048 Edu and let us know We're always

NOTE Confidence: 0.943607958888889

01:17:31.048 --> 01:17:33.880 looking for able bodied souls.

NOTE Confidence: 0.943607958888889

01:17:33.880 --> 01:17:38.115 All right now time and a real  
NOTE Confidence: 0.943607958888889

01:17:38.115 --> 01:17:41.473 pleasure for me to award the 2023  
NOTE Confidence: 0.943607958888889

01:17:41.473 --> 01:17:44.077 Distinguished Alumni Service Award.  
NOTE Confidence: 0.943607958888889

01:17:44.080 --> 01:17:45.916 So Dean Brown, you'll need to come up here.  
NOTE Confidence: 0.9402536

01:17:47.950 --> 01:17:48.830 It's nice to be able to  
NOTE Confidence: 0.9402536

01:17:48.830 --> 01:17:49.750 tell the Dean what to do,  
NOTE Confidence: 0.9201268

01:17:56.110 --> 01:17:59.070 so it's a great honor this year,  
NOTE Confidence: 0.9201268

01:17:59.070 --> 01:18:01.520 a particular honor to to present this  
NOTE Confidence: 0.9201268

01:18:01.520 --> 01:18:05.548 to a member of their alumni class,  
NOTE Confidence: 0.9201268

01:18:05.550 --> 01:18:09.428 and the reward recognizes the alumni service.  
NOTE Confidence: 0.9201268

01:18:09.430 --> 01:18:12.190 And this year it goes to Harold Mancus,  
NOTE Confidence: 0.9201268

01:18:12.190 --> 01:18:14.230 Mancusi, Ungaro Junior.  
NOTE Confidence: 0.8623058

01:18:27.390 --> 01:18:29.270 You, you come over here.  
NOTE Confidence: 0.950846652631579

01:18:34.110 --> 01:18:36.154 It's a real pleasure because Harold was  
NOTE Confidence: 0.950846652631579

01:18:36.154 --> 01:18:38.484 the president of the association when I  
NOTE Confidence: 0.950846652631579

01:18:38.484 --> 01:18:40.224 first joined the executive Committee,



NOTE Confidence: 0.950846652631579

01:18:40.230 --> 01:18:43.030 and so I've known him all these years.

NOTE Confidence: 0.950846652631579

01:18:43.030 --> 01:18:44.920 So the Ale School of Medicine

NOTE Confidence: 0.950846652631579

01:18:44.920 --> 01:18:46.990 is proud to count you Harold,

NOTE Confidence: 0.950846652631579

01:18:46.990 --> 01:18:49.573 among its graduates and bestow upon you

NOTE Confidence: 0.950846652631579

01:18:49.573 --> 01:18:53.550 the Distinguished Alumni Service Award.

NOTE Confidence: 0.950846652631579

01:18:53.550 --> 01:18:55.414 As Secretary, Vice President,

NOTE Confidence: 0.950846652631579

01:18:55.414 --> 01:18:58.910 and President of the Way, AY AM,

NOTE Confidence: 0.950846652631579

01:18:58.910 --> 01:19:01.830 you provided consistent leadership and

NOTE Confidence: 0.950846652631579

01:19:01.830 --> 01:19:04.710 unstinting support for the best and

NOTE Confidence: 0.950846652631579

01:19:04.710 --> 01:19:07.668 most beloved traditions at the school,

NOTE Confidence: 0.950846652631579

01:19:07.670 --> 01:19:09.872 your service continued as a delegate

NOTE Confidence: 0.950846652631579

01:19:09.872 --> 01:19:12.994 to the Yale Alumni Association on the

NOTE Confidence: 0.950846652631579

01:19:12.994 --> 01:19:15.104 50th anniversary of your graduation.

NOTE Confidence: 0.950846652631579

01:19:15.110 --> 01:19:16.430 Those traditions remain strong

NOTE Confidence: 0.950846652631579

01:19:16.430 --> 01:19:18.752 because of the work you and your

NOTE Confidence: 0.950846652631579

01:19:18.752 --> 01:19:20.705 colleagues have done to shine a light  
NOTE Confidence: 0.950846652631579

01:19:20.705 --> 01:19:24.460 on the Yale system enduring value.  
NOTE Confidence: 0.950846652631579

01:19:24.460 --> 01:19:26.650 Dean Veternets once said in in  
NOTE Confidence: 0.950846652631579

01:19:26.650 --> 01:19:28.949 laying out his vision for what  
NOTE Confidence: 0.950846652631579

01:19:28.949 --> 01:19:30.854 would become the Yale System,  
NOTE Confidence: 0.950846652631579

01:19:30.860 --> 01:19:34.076 every effort must be made not to stifle  
NOTE Confidence: 0.950846652631579

01:19:34.076 --> 01:19:36.161 the opportunities for learning by  
NOTE Confidence: 0.950846652631579

01:19:36.161 --> 01:19:38.975 building up a great machine for teaching.  
NOTE Confidence: 0.950846652631579

01:19:38.980 --> 01:19:41.536 As a first year medical student,  
NOTE Confidence: 0.950846652631579

01:19:41.540 --> 01:19:43.364 you authored Michelangelo,  
NOTE Confidence: 0.950846652631579

01:19:43.364 --> 01:19:45.140 the Bruges, Madonna,  
NOTE Confidence: 0.950846652631579

01:19:45.140 --> 01:19:48.354 and the Pickle the Themini Altar,  
NOTE Confidence: 0.950846652631579

01:19:48.354 --> 01:19:51.252 a volume that grew out of your  
NOTE Confidence: 0.950846652631579

01:19:51.252 --> 01:19:53.300 undergraduate thesis at Yale College.  
NOTE Confidence: 0.950846652631579

01:19:53.300 --> 01:19:56.160 And combined art history with detective work,  
NOTE Confidence: 0.950846652631579

01:19:56.160 --> 01:19:59.220 You realize that that this achievement

NOTE Confidence: 0.950846652631579

01:19:59.220 --> 01:20:01.012 would have been impossible in

NOTE Confidence: 0.950846652631579

01:20:01.012 --> 01:20:02.900 the traditional medical school

NOTE Confidence: 0.950846652631579

01:20:02.900 --> 01:20:05.172 environment that regulated how

NOTE Confidence: 0.950846652631579

01:20:05.172 --> 01:20:08.012 students spent every waking minute.

NOTE Confidence: 0.950846652631579

01:20:08.020 --> 01:20:10.822 You also recognize that when students

NOTE Confidence: 0.950846652631579

01:20:10.822 --> 01:20:13.219 take responsibility for their own

NOTE Confidence: 0.950846652631579

01:20:13.219 --> 01:20:15.486 education and learning and have the

NOTE Confidence: 0.950846652631579

01:20:15.486 --> 01:20:17.298 freedom to pursue their own passions,

NOTE Confidence: 0.950846652631579

01:20:17.300 --> 01:20:19.180 the result is an extraordinary

NOTE Confidence: 0.950846652631579

01:20:19.180 --> 01:20:20.684 line of leaders who.

NOTE Confidence: 0.950846652631579

01:20:20.690 --> 01:20:22.955 Push the boundaries of medicine

NOTE Confidence: 0.950846652631579

01:20:22.955 --> 01:20:24.767 to better serve humanity.

NOTE Confidence: 0.950846652631579

01:20:24.770 --> 01:20:26.351 A lifelong learner,

NOTE Confidence: 0.950846652631579

01:20:26.351 --> 01:20:29.513 you have always welcomed opportunities to

NOTE Confidence: 0.950846652631579

01:20:29.513 --> 01:20:32.690 explore the work going on at the school.

NOTE Confidence: 0.950846652631579

01:20:32.690 --> 01:20:34.646 Living in Texas and then California,  
NOTE Confidence: 0.950846652631579

01:20:34.650 --> 01:20:37.666 you frequently returned to New Haven  
NOTE Confidence: 0.950846652631579

01:20:37.666 --> 01:20:40.730 to be of service to the association.  
NOTE Confidence: 0.950846652631579

01:20:40.730 --> 01:20:42.942 You knew that if your fellow alumni  
NOTE Confidence: 0.950846652631579

01:20:42.942 --> 01:20:44.244 could become similarly involved  
NOTE Confidence: 0.950846652631579

01:20:44.244 --> 01:20:46.008 with the ongoing work of the  
NOTE Confidence: 0.950846652631579

01:20:46.008 --> 01:20:47.770 school that they would like you.  
NOTE Confidence: 0.950846652631579

01:20:47.770 --> 01:20:51.186 Be strong voices for the Yale system.  
NOTE Confidence: 0.950846652631579

01:20:51.190 --> 01:20:52.915 While serving on the AY  
NOTE Confidence: 0.950846652631579

01:20:52.915 --> 01:20:53.950 AM Executive Committee,  
NOTE Confidence: 0.950846652631579

01:20:53.950 --> 01:20:57.764 you promoted reunion programming  
NOTE Confidence: 0.950846652631579

01:20:57.764 --> 01:20:59.552 that highlighted the achievements  
NOTE Confidence: 0.950846652631579

01:20:59.552 --> 01:21:01.914 of outstanding School of Medicine  
NOTE Confidence: 0.950846652631579

01:21:01.914 --> 01:21:03.738 graduates and illuminated how  
NOTE Confidence: 0.950846652631579

01:21:03.738 --> 01:21:05.918 their unique experience at Yale  
NOTE Confidence: 0.950846652631579

01:21:05.918 --> 01:21:07.790 contributed to their success.

NOTE Confidence: 0.950846652631579

01:21:07.790 --> 01:21:09.590 Beyond reunion programming,

NOTE Confidence: 0.950846652631579

01:21:09.590 --> 01:21:12.963 AY AM recorded oral histories of

NOTE Confidence: 0.950846652631579

01:21:12.963 --> 01:21:14.828 returning alumni who reflected on

NOTE Confidence: 0.950846652631579

01:21:14.828 --> 01:21:17.438 how the Yale system affected their

NOTE Confidence: 0.950846652631579

01:21:17.438 --> 01:21:19.526 personal and professional lives.

NOTE Confidence: 0.950846652631579

01:21:19.530 --> 01:21:21.966 This serves as a perpetual tribute

NOTE Confidence: 0.950846652631579

01:21:21.966 --> 01:21:24.970 to and case for the Yale System.

NOTE Confidence: 0.950846652631579

01:21:24.970 --> 01:21:26.730 This system system shaped you,

NOTE Confidence: 0.950846652631579

01:21:26.730 --> 01:21:28.050 and in a real way,

NOTE Confidence: 0.950846652631579

01:21:28.050 --> 01:21:32.809 you've had a profound impact on it.

NOTE Confidence: 0.950846652631579

01:21:32.809 --> 01:21:34.894 Today, your friends, family,

NOTE Confidence: 0.950846652631579

01:21:34.894 --> 01:21:36.714 classmates salute you for your

NOTE Confidence: 0.950846652631579

01:21:36.714 --> 01:21:38.945 service to the Yale School of

NOTE Confidence: 0.950846652631579

01:21:38.945 --> 01:21:40.365 Medicine and its ideals.

NOTE Confidence: 0.950846652631579

01:21:40.370 --> 01:21:41.768 You're our true son of Yale.

NOTE Confidence: 0.8731032933333333

01:22:00.350 --> 01:22:04.508 I just like to say a couple of words.  
NOTE Confidence: 0.8731032933333333

01:22:04.510 --> 01:22:07.390 I really appreciate this.  
NOTE Confidence: 0.8731032933333333

01:22:07.390 --> 01:22:10.650 I've always said that contributing  
NOTE Confidence: 0.8731032933333333

01:22:10.650 --> 01:22:13.310 here was sort of payback for what,  
NOTE Confidence: 0.93773764

01:22:13.310 --> 01:22:14.470 Yeah, was giving me.  
NOTE Confidence: 0.939338636363636

01:22:15.390 --> 01:22:18.006 And as I was listening to the Dean  
NOTE Confidence: 0.939338636363636

01:22:18.006 --> 01:22:21.900 and looking around, I realized that.  
NOTE Confidence: 0.939338636363636

01:22:21.900 --> 01:22:25.015 You're all here because we're paying it  
NOTE Confidence: 0.939338636363636

01:22:25.015 --> 01:22:28.376 forward to the next group of graduates  
NOTE Confidence: 0.939338636363636

01:22:28.380 --> 01:22:31.180 and having stood where Mac is and  
NOTE Confidence: 0.9905706

01:22:33.260 --> 01:22:36.140 bestowing the award and and realizing  
NOTE Confidence: 0.9905706

01:22:36.140 --> 01:22:39.500 how important Yale is to some of us,  
NOTE Confidence: 0.9905706

01:22:39.500 --> 01:22:41.896 I'll just say it's it's as good  
NOTE Confidence: 0.9905706

01:22:41.900 --> 01:22:44.258 to receive as to give right here.  
NOTE Confidence: 0.859797125

01:22:52.360 --> 01:22:56.640 I guess add one thing not not came  
NOTE Confidence: 0.8597889733333333

01:22:56.640 --> 01:23:00.036 through in that citation that this

NOTE Confidence: 0.859788973333333

01:23:00.040 --> 01:23:03.530 the association has an archive of

NOTE Confidence: 0.859788973333333

01:23:03.530 --> 01:23:07.582 these talks that were given by by

NOTE Confidence: 0.859788973333333

01:23:07.582 --> 01:23:10.718 graduates talking about how the Yale

NOTE Confidence: 0.859788973333333

01:23:10.718 --> 01:23:13.248 system had influenced their lives.

NOTE Confidence: 0.859788973333333

01:23:13.250 --> 01:23:15.716 It's it's a real unfortunately we

NOTE Confidence: 0.859788973333333

01:23:15.716 --> 01:23:17.937 the association not being abused

NOTE Confidence: 0.859788973333333

01:23:17.937 --> 01:23:19.929 collecting association doesn't have

NOTE Confidence: 0.859788973333333

01:23:19.929 --> 01:23:22.904 the the the money to to make this

NOTE Confidence: 0.859788973333333

01:23:22.904 --> 01:23:24.640 available but it hopefully someday

NOTE Confidence: 0.859788973333333

01:23:24.640 --> 01:23:27.076 it will become available and some of

NOTE Confidence: 0.859788973333333

01:23:27.076 --> 01:23:29.244 the people that are there were Deans

NOTE Confidence: 0.859788973333333

01:23:29.244 --> 01:23:32.810 of of other medical schools 1 Nobel

NOTE Confidence: 0.859788973333333

01:23:32.810 --> 01:23:35.882 laureate etcetera so and and some just

NOTE Confidence: 0.859788973333333

01:23:35.882 --> 01:23:38.249 practitioners who gave their time to

NOTE Confidence: 0.859788973333333

01:23:38.249 --> 01:23:40.660 talk about how the Yale system Justice

NOTE Confidence: 0.859788973333333

01:23:40.660 --> 01:23:42.830 Harold has said had shaped them.

NOTE Confidence: 0.859788973333333

01:23:42.830 --> 01:23:45.570 And made their their

NOTE Confidence: 0.859788973333333

01:23:45.570 --> 01:23:47.625 successful lives possible.

NOTE Confidence: 0.859788973333333

01:23:47.630 --> 01:23:50.990 So I just want you to know that that exists.

NOTE Confidence: 0.859788973333333

01:23:50.990 --> 01:23:54.078 Maybe someday we'll have a way of getting

NOTE Confidence: 0.859788973333333

01:23:54.078 --> 01:23:57.550 it available to the to all of the alums.

NOTE Confidence: 0.81218565

01:24:03.150 --> 01:24:05.980 Oh, is this on YouTube? Oh.

NOTE Confidence: 0.81218565

01:24:05.980 --> 01:24:07.457 It tells you how old I am.

NOTE Confidence: 0.81218565

01:24:07.460 --> 01:24:08.340 I don't have a future.

NOTE Confidence: 0.9301902

01:24:12.180 --> 01:24:12.780 I mean, what?