It’s great to see you all here.

I actually am a little bit more in this world than my bio may make it sound.

I have a courtesy appointment in the School of Epidemiology and Public Health, School of Public Health,

and a big piece of the research that used to be done in my lab and I say used to close the lab when I became president,

concerned how to make,

how to motivate health behaviors.

So we worked in cancer.

We worked in HIV AIDS primarily,
and we did laboratory work.

We also did field experiments where we would randomly assign whole neighborhoods to multimedia campaigns around using sunscreen or eating fruits and vegetables or using a condom and actually use some psychological principles to design those campaigns. And then follow them, follow individuals for a couple of years and actually measure changes in behavior which is was fun to think about how to do that.

It was the work was funded by...
00:01:08.516 --> 00:01:09.839 National Cancer Institute and I.

00:01:09.840 --> 00:01:12.522 So I wrote all ones for the 1st 25 years of my career and it’s all you know,

00:01:12.522 --> 00:01:15.520 not you. Many of you are doing all kinds of different things,

00:01:15.520 --> 00:01:16.920 but for those of you who are running research laboratories,

00:01:16.920 --> 00:01:18.359 that was my life for first half of my career here,

00:01:18.360 --> 00:01:19.914 Universitywide,

00:01:19.920 --> 00:01:21.438 I look around and I’m delighted to see more diversity than we used to see in entering cohorts

00:01:21.438 --> 00:01:24.992 that was my life for first half of my career here,

00:01:24.992 --> 00:01:28.420 I look around and I’m delighted to see more diversity than we used to see in entering cohorts

00:01:28.420 --> 00:01:31.180 that was my life for first half of my career here,

00:01:31.180 --> 00:01:33.766 that was that was my life for

00:01:33.766 --> 00:01:37.055 that’s a good, very good thing.

00:01:37.055 --> 00:01:40.739 Universitywide,
I think last year, 27.28% of offers that were made of offers that were accepted were from members of underrepresented groups here at Yale. And that represents improvement to you know the best, the best groups including the best faculty are ones where we represented diversity of viewpoints from all, you know, and I mean diversity in all different ways, the obvious ones ethnicity and and back you know family background, but all kinds of other ways, to sexual orientation,
economic background, even political viewpoints all contribute to our excellence. We're at a time in the university when we are expanding where we're building new facilities and believe me on this side of campus, I know the need for all of that. But it is an exciting time. It's a historic time and let me just give you a just a few ways in which we're building primarily on Yale’s strengths, historic strengths, but and building them to preeminence. So we have initiatives in science
and engineering as you heard, we have initiatives in data based social science, particularly if it has policy relevance. We have initiatives in the Arts and Sciences and we’re providing more support for faculty and students. I don’t have time to give you the hour long talk on this, but I’ll give you the four minute version of it since you are probably getting hungry. In sciences and engineering we had a wonderful committee that identified the areas in which Yale should invest.
And the criteria was where are we already strong but where is also the world ready to have Yale make a difference where we could what can we have impact And they identified data science and computer science. We have huge expansion going on there. We have huge expansion going on there. Why? The data scientists will be in the Klein Tower up on the North End of campus at the top of Science Hill, which is now open. We've renovated, it's now open. The 14th floor is one of the great views of all of New Haven.
00:04:02.000 --> 00:04:03.784 Second area is neuroscience.
NOTE Confidence: 0.935679118823529
00:04:03.784 --> 00:04:06.014 My department psychology moved to
NOTE Confidence: 0.935679118823529
00:04:06.014 --> 00:04:09.560 100 College St. the Alexion building.
NOTE Confidence: 0.935679118823529
00:04:09.560 --> 00:04:13.379 Below us is the Woodside Institute
NOTE Confidence: 0.935679118823529
00:04:13.379 --> 00:04:15.944 which mostly focuses on neuroscience
NOTE Confidence: 0.935679118823529
00:04:15.944 --> 00:04:16.970 approach to
NOTE Confidence: 0.930265
00:04:17.046 --> 00:04:19.554 human cognition and below that is
NOTE Confidence: 0.930265
00:04:19.554 --> 00:04:21.334 the department of Neuroscience from
NOTE Confidence: 0.930265
00:04:21.334 --> 00:04:23.770 the medical school, lots of shared
NOTE Confidence: 0.92902243
00:04:26.290 --> 00:04:30.650 imaging equipment and and the like.
NOTE Confidence: 0.92902243
00:04:30.650 --> 00:04:33.104 3rd area is inflammation science that’s
NOTE Confidence: 0.92902243
00:04:33.104 --> 00:04:35.156 building on the great immunobiology
NOTE Confidence: 0.92902243
00:04:35.156 --> 00:04:38.288 that goes on over here on this side of
NOTE Confidence: 0.92902243
00:04:38.362 --> 00:04:41.338 campus and working on inflammation in
NOTE Confidence: 0.92902243
00:04:41.338 --> 00:04:45.690 particular as a kind of new disease model.
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00:04:45.690 --> 00:04:49.056 Really planetary solutions is what we
call climate change and the response to it also biodiversity in the response loss and the response to it. University wide projects going on in that area. And then finally quantum science, quantum engineering, quantum materials, maybe the first quantum computer will be built at Yale. We have real faculty strength in that area. I can elaborate on all of that. But what’s wonderful is in many of the areas that particularly affect medical school directly.
neuroscience, inflammation,

you can see some synergies.

So the medical system is building

a new wing of the hospital on the

Saint Ray’s campus focused on

neurodegenerative diseases, right.

So there’s, as well in inflammation.

The School of Medicine just announced the

new Center for Infection and Immunity.

There’s contributions from molecular biology,

there’s contributions from machine

learning and obviously from immunology.

So again,

you can already start to feel the
00:06:01.784 --> 00:06:06.752 changes that we're making just very quickly in other science priorities.

00:06:06.752 --> 00:06:09.462 We now have a new plan for a School of Engineering campus and an expansion by 30% of our engineering faculty.

00:06:14.350 --> 00:06:16.822 As I said, all of our data scientists are now in Kline Biology Tower, except those affiliated with Biostat in the School of Public Health or the new informatics group here in medicine.

00:06:20.566 --> 00:06:23.470 Most of them are in Kline Tower. The Jackson School of Global Affairs has a huge commitment.

00:06:42.300 --> 00:06:45.884 The Jackson School of Global Affairs has a huge commitment.
to database public policy in the international arena and the Tobin Center. These are all new programs. The Tobin Center is a group that brings public policy issues to the attention of data-driven economists, political scientists, little bit public health and psychology as well. So I think you get, you get the general idea, lots of fields we’re investing in our areas where we can have impact on the world, that build on yield strengths and that generally are data-driven and generally are multidisciplinary.
And those are kind of the overarching themes and strategy for the arts and humanities. Yale has always been very strong in the arts and humanities. And I. And you're going to discover that because we have great theater in town, great music in town, the world's best Art Museum on a university campus. The Center for British Art will reopen in December after we fix the roof. And other collections like the libraries and the Peabody.
Museum of Fantastic Peabody will reopen this winter as well.

And but we moved all the humanities faculty to a quadrangle built on York Street over behind Sterling Library.

And now three quarters 2/3 to 3/4 of the humanities faculty are all together.

And so the language and literature faculty influence the historians and vice versa. You know, whether you study French, Spanish literature, Italian literature, Slavic literature, East Asian literature, you can now find each other.

You those used to be separate buildings,
00:08:32.980 --> 00:08:34.560 separate parts of campus.

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

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

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

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

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

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

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

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

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

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

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

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

00:09:02.030 --> 00:09:04.542 So we’re building, we’re in a campaign to
raise money for endowed professorships,
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for lab funds and the like.
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We have a $7 billion goal in that campaign.
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We’ve raised 5 billion of it
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and we have three more years.
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So that’s going very well as long as
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the endowment holds up over time.
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We had a +40% year a couple years ago,
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but the most recent years have
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been like plus one or two percent.
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Markets are pretty moving sideways more
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than they’re moving up, but we’ll see.
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Maybe this next year is going
NOTE Confidence: 0.9373755
to show better return.
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The. But the other thing we’re
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doing in supporting faculty and
students is focused on students.

And that is, how can we make sure that students are able to come to Yale and pursue whatever it is they want to pursue and not be burdened with so much debt that they then have constraints on their career choices that they want to make?

In Yale College, where our undergraduates are, we have essentially eliminated debt.

So you hear a lot about the student debt problem for undergraduates. There’s no student debt for undergraduates at Yale, right.

That’s a great thing.
But for medical students, there’s still student debt. It’s lower than it used to be. The amount you have to borrow is now considerably lower than the average medical school in the country by a lot. But in nursing and public health, that is still kind of high. Those are the two highest Nurses graduate with $120,000 of debt. That’s not a good situation. So we are matching gifts to the endowments of the school of public health, the School of Nursing and the medical school for $50 million each.
And most of it focused on the educational mission of those schools. It’s a little different in each one of those schools, but the ideas we’re trying to leverage giving to those schools in part to bring, to continue to bring debt down.

I think the last thing I want to say, two last things. The second last thing I think I want to say is I’ve been at Yale 42 years. I came as a graduate student in psychology. I was an intern psychology intern at the VA hospital. So those of you who are at the VAI was there
as a health psychologist really for a year.
NOTE Confidence: 0.9305454
And then I’ve been, I was on the faculty,
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I still on the faculty now for 37 years.
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And I’ve had these various been privileged out of these leadership roles.
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That was never my goal.
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My goal was to teach introductory psychology
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and teach about emotions and run a lab.
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And that was true for about 20 years,
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but then moved into administration.
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And I have never seen in all of those years,
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those 37 years,
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better alignment between the medical
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school and the rest of campus and between
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the medical school and the health system.
And we have more to do there.

But this is a project that we're all working on.

How do we make sure that our medical system is the kind of medical system we need for an academic environment and a great, great medical school such as this one.

So working on that right now and the new CEO, Chris O’Connor, is very much on the same page as the university.

The last thing I wanted to say is very much on the same page as the university, which is a very good thing.

The last thing I wanted to say is very much on the same page as the university.

I am keeping track.

You know, when lunch awakes, you know, you can’t say the last thing four times.
The last thing I will say is that how many of you are not from New Haven, right? Most of you. I wasn’t either. I grew up in New Jersey. everybody from New Jersey. Anybody know where New Providence is in Union County? Anybody from New Providence my dad worked at? You’re from New Providence. Your husband is from New Providence. I grew up in New Jersey. My dad worked for Bell Labs. He was a chemist. And then that was then in teenage years I was in Buffalo,
NY Anybody from Buffalo usually see less from Buffalo.
And then I went to Stanford for college and my family actually I moved to LA by then and state of California worked for a year before coming here for Graduate School. So I came here from the Bay Area and my thought was I'll be going right back to the Bay Area. You know, in those days it was more livable than it is right now actually in my opinion. But the the the that was what I thought I would do. And I fell in love with New Haven.
And New Haven got better and better every year I’ve been here in 42 years. And the growth of this city, the economic growth of this city, the new biotech community that’s here, the restaurant scene that has sprung up about that around that all the culture where the cultural capital really we say of of southern New England. But but there’s an awful lot of culture here. And and the restaurants that I say, the restaurants, the food scene is really quite good at a fraction of what it costs in Boston or New York.
Although it is more expensive than it used to be, the trucks on Cedar St. notwithstanding.

Anyway, it really turns out to be a great place to live and the lifestyle choices, you know live in town, live on the shoreline, live in the woods, you know are nice. And I hope, I hope you'll actually, I know you're all going to be incredibly busy but take some time to try to get to know New Haven. Try to take some time to immerse yourself in the community. Do something in the community, whether it's at, you know,
one of our federally qualified clinics, if you’re clinician, or whether it’s some other kind of volunteer work. Science in the school, science for the scientists we have science Saturdays for school children in New Haven. All kinds of ways to get involved in the community. It’s a fascinating community. It’s a community of incredible diversity, economically, ethnically. And I think you’re going to love living here if you were skeptical and if you weren’t skeptical, more power to you.
That’s a good shift. So enjoy it. Enjoy being at Yale. Enjoy the whole campus, which is not just the medical school. The whole campus is yours to enjoy, but also enjoyed living in this part of the country and a great, vibrant, growing, changing city undergoing an incredible renaissance right here. And you’re in the middle.
come to Yale and be on our faculty.

Thanks so much.