

WEBVTT

NOTE duration: "00:16:36.224"

NOTE Confidence: 0.96336603

00:00:02.080 --> 00:00:03.199 Thank you, and I wanna

NOTE Confidence: 0.96336603

00:00:03.199 --> 00:00:05.540 start by, just thanking Sam,

NOTE Confidence: 0.9559052

00:00:06.000 --> 00:00:08.100 and the office of, academic

NOTE Confidence: 0.9559052

00:00:08.160 --> 00:00:09.519 and professional development for a

NOTE Confidence: 0.9559052

00:00:09.519 --> 00:00:10.740 lot of work and thoughtfulness

NOTE Confidence: 0.9559052

00:00:10.800 --> 00:00:11.940 that goes into this,

NOTE Confidence: 0.98274887

00:00:12.639 --> 00:00:14.160 and it's there's a reason.

NOTE Confidence: 0.98274887

00:00:14.160 --> 00:00:15.620 Right? It's this is important.

NOTE Confidence: 0.9764588

00:00:16.935 --> 00:00:18.074 So let me start

NOTE Confidence: 0.918311

00:00:19.974 --> 00:00:22.314 by talking about our mission

NOTE Confidence: 0.8069582

00:00:22.775 --> 00:00:22.935 and,

NOTE Confidence: 0.9694132

00:00:25.735 --> 00:00:26.695 and what it is that

NOTE Confidence: 0.9694132

00:00:26.695 --> 00:00:27.654 we value here at the

NOTE Confidence: 0.9694132

00:00:27.654 --> 00:00:28.615 School of Medicine. And, of

NOTE Confidence: 0.9694132

00:00:28.615 --> 00:00:29.974 course, we really have three
NOTE Confidence: 0.9694132

00:00:29.974 --> 00:00:30.474 missions,
NOTE Confidence: 0.9991075

00:00:31.269 --> 00:00:31.769 education,
NOTE Confidence: 0.9963218

00:00:33.030 --> 00:00:34.090 scientific discovery,
NOTE Confidence: 0.9813181

00:00:34.790 --> 00:00:35.930 and the care of patients.
NOTE Confidence: 0.9813181

00:00:35.989 --> 00:00:37.350 And each one of you,
NOTE Confidence: 0.9921384

00:00:37.909 --> 00:00:38.710 some of you may be
NOTE Confidence: 0.9921384

00:00:38.710 --> 00:00:40.390 triple threats, but each one
NOTE Confidence: 0.9921384

00:00:40.390 --> 00:00:41.750 of you contributes to that
NOTE Confidence: 0.9921384

00:00:41.750 --> 00:00:43.210 mission in a different way,
NOTE Confidence: 0.985073

00:00:43.955 --> 00:00:45.315 and you'll hear about different
NOTE Confidence: 0.985073

00:00:45.315 --> 00:00:46.995 aspects of that mission. One
NOTE Confidence: 0.985073

00:00:46.995 --> 00:00:48.135 of the things that we're
NOTE Confidence: 0.9854254

00:00:48.435 --> 00:00:50.595 really seriously working on is
NOTE Confidence: 0.9854254

00:00:50.595 --> 00:00:52.275 breaking down the silos because
NOTE Confidence: 0.9854254

00:00:52.275 --> 00:00:53.555 we think that we do

NOTE Confidence: 0.9854254
00:00:53.555 --> 00:00:55.155 this most creatively when we
NOTE Confidence: 0.9854254
00:00:55.155 --> 00:00:55.895 are crossing,
NOTE Confidence: 0.99974185
00:00:56.515 --> 00:00:57.015 those
NOTE Confidence: 0.9994721
00:00:57.475 --> 00:00:57.975 boundaries.
NOTE Confidence: 0.877251
00:00:59.640 --> 00:01:01.340 Shortly after I arrived,
NOTE Confidence: 0.93508947
00:01:02.280 --> 00:01:03.180 COVID arrived,
NOTE Confidence: 0.9754723
00:01:04.440 --> 00:01:05.800 but then we spent some
NOTE Confidence: 0.9754723
00:01:05.800 --> 00:01:07.000 time working on our mission
NOTE Confidence: 0.9754723
00:01:07.000 --> 00:01:09.000 statement. And, I'll be honest,
NOTE Confidence: 0.9754723
00:01:09.000 --> 00:01:10.520 I'm not a big mission
NOTE Confidence: 0.9754723
00:01:10.520 --> 00:01:11.900 statement kind of person,
NOTE Confidence: 0.98658305
00:01:12.735 --> 00:01:14.594 but I'm actually really quite,
NOTE Confidence: 0.9593166
00:01:15.375 --> 00:01:16.895 proud of this. And and,
NOTE Confidence: 0.9791026
00:01:17.454 --> 00:01:19.235 this came about after,
NOTE Confidence: 0.9440196
00:01:20.414 --> 00:01:20.914 many,
NOTE Confidence: 0.93676937

00:01:21.615 --> 00:01:22.834 sessions with,
NOTE Confidence: 0.9723789

00:01:23.534 --> 00:01:25.395 members of the school community,
NOTE Confidence: 0.9723789

00:01:25.454 --> 00:01:27.155 but also our local community,
NOTE Confidence: 0.7984657

00:01:28.550 --> 00:01:29.930 and lots of,
NOTE Confidence: 0.9910812

00:01:30.550 --> 00:01:31.750 back and forth as the
NOTE Confidence: 0.9910812

00:01:31.750 --> 00:01:32.470 writing group,
NOTE Confidence: 0.9472443

00:01:32.950 --> 00:01:34.410 sought input from people.
NOTE Confidence: 0.97662324

00:01:34.950 --> 00:01:36.069 And it's not up here
NOTE Confidence: 0.97662324

00:01:36.069 --> 00:01:36.870 yet, so let me
NOTE Confidence: 0.9606725

00:01:37.750 --> 00:01:39.130 so Yale School of Medicine
NOTE Confidence: 0.9606725

00:01:39.190 --> 00:01:41.525 educates and nurtures creative leaders
NOTE Confidence: 0.9606725

00:01:41.525 --> 00:01:43.225 in medicine and science promoting
NOTE Confidence: 0.9606725

00:01:43.284 --> 00:01:43.784 curiosity
NOTE Confidence: 0.9964675

00:01:44.405 --> 00:01:46.165 and critical inquiry in an
NOTE Confidence: 0.9964675

00:01:46.165 --> 00:01:48.265 inclusive environment enriched by diversity.
NOTE Confidence: 0.9964675

00:01:48.325 --> 00:01:49.205 There's a lot in that

NOTE Confidence: 0.9964675

00:01:49.205 --> 00:01:49.705 sentence.

NOTE Confidence: 0.9978735

00:01:50.565 --> 00:01:52.180 One is that we are

NOTE Confidence: 0.9978735

00:01:52.180 --> 00:01:54.200 really focused on training leaders.

NOTE Confidence: 0.9961611

00:01:54.659 --> 00:01:55.780 We have a small class

NOTE Confidence: 0.9961611

00:01:55.780 --> 00:01:57.240 size, a hundred and four.

NOTE Confidence: 0.9773423

00:01:57.619 --> 00:01:58.900 We also, of course, have

NOTE Confidence: 0.9773423

00:01:58.900 --> 00:02:01.159 a, physician associate program,

NOTE Confidence: 0.98362267

00:02:02.100 --> 00:02:04.515 that increases our workforce, but

NOTE Confidence: 0.98362267

00:02:04.675 --> 00:02:06.195 the idea is not that

NOTE Confidence: 0.98362267

00:02:06.195 --> 00:02:07.555 we're going to populate the

NOTE Confidence: 0.98362267

00:02:07.555 --> 00:02:09.235 country with physicians, but that

NOTE Confidence: 0.98362267

00:02:09.235 --> 00:02:10.694 we're going to create leaders

NOTE Confidence: 0.9992165

00:02:11.075 --> 00:02:12.595 who can change how we

NOTE Confidence: 0.9992165

00:02:12.595 --> 00:02:14.355 practice medicine and make it

NOTE Confidence: 0.9992165

00:02:14.355 --> 00:02:14.855 better.

NOTE Confidence: 0.96814483

00:02:16.514 --> 00:02:18.535 The piece about inclusivity
NOTE Confidence: 0.99851733

00:02:20.370 --> 00:02:20.870 and
NOTE Confidence: 0.953685

00:02:21.250 --> 00:02:22.530 a diverse environment is one
NOTE Confidence: 0.953685

00:02:22.530 --> 00:02:23.410 that was not in our
NOTE Confidence: 0.953685

00:02:23.410 --> 00:02:25.010 mission statement before about four
NOTE Confidence: 0.953685

00:02:25.010 --> 00:02:25.750 years ago.
NOTE Confidence: 0.9768426

00:02:26.530 --> 00:02:28.130 And the piece about promoting
NOTE Confidence: 0.9768426

00:02:28.130 --> 00:02:29.810 curiosity and critical inquiry, I
NOTE Confidence: 0.9768426

00:02:29.810 --> 00:02:31.110 think, is is paramount.
NOTE Confidence: 0.9794779

00:02:31.810 --> 00:02:32.310 Our
NOTE Confidence: 0.9885878

00:02:32.715 --> 00:02:34.875 our undergraduate medical students participate
NOTE Confidence: 0.9885878

00:02:34.875 --> 00:02:35.995 in something called the Yale
NOTE Confidence: 0.9885878

00:02:35.995 --> 00:02:36.495 system.
NOTE Confidence: 0.9989579

00:02:36.795 --> 00:02:37.775 They do a thesis.
NOTE Confidence: 0.99928564

00:02:38.635 --> 00:02:40.495 We understand that medicine
NOTE Confidence: 0.9902595

00:02:41.355 --> 00:02:42.635 in thirty years is not

NOTE Confidence: 0.9902595

00:02:42.635 --> 00:02:43.755 gonna look anything like it

NOTE Confidence: 0.9902595

00:02:43.755 --> 00:02:45.355 looks today, and we need

NOTE Confidence: 0.9902595

00:02:45.355 --> 00:02:46.014 to train,

NOTE Confidence: 0.99987495

00:02:46.475 --> 00:02:47.855 people to think critically.

NOTE Confidence: 0.93780464

00:02:48.930 --> 00:02:50.530 Second sentence, we advance discovery

NOTE Confidence: 0.93780464

00:02:50.530 --> 00:02:51.190 and innovation

NOTE Confidence: 0.98874706

00:02:51.650 --> 00:02:53.410 fostered by partnerships across the

NOTE Confidence: 0.98874706

00:02:53.410 --> 00:02:55.090 university, our local community, and

NOTE Confidence: 0.98874706

00:02:55.090 --> 00:02:57.250 the world. Again, breaking down

NOTE Confidence: 0.98874706

00:02:57.250 --> 00:02:59.030 silos and understanding that,

NOTE Confidence: 0.96035916

00:02:59.570 --> 00:03:00.525 some of the best,

NOTE Confidence: 0.9858513

00:03:01.564 --> 00:03:03.564 discovery happens at that edge

NOTE Confidence: 0.9858513

00:03:03.564 --> 00:03:04.784 between different,

NOTE Confidence: 0.98412454

00:03:05.965 --> 00:03:06.465 different,

NOTE Confidence: 0.9773867

00:03:07.004 --> 00:03:07.504 fields.

NOTE Confidence: 0.9963502

00:03:07.805 --> 00:03:08.845 And so we're doing a
NOTE Confidence: 0.9963502

00:03:08.845 --> 00:03:10.044 number of things to promote
NOTE Confidence: 0.9963502

00:03:10.044 --> 00:03:10.544 that,
NOTE Confidence: 0.9718419

00:03:11.724 --> 00:03:12.224 including,
NOTE Confidence: 0.992579

00:03:12.764 --> 00:03:14.044 an office of team science
NOTE Confidence: 0.992579

00:03:14.044 --> 00:03:15.325 that will support people who
NOTE Confidence: 0.992579

00:03:15.325 --> 00:03:16.500 wanna put in these large
NOTE Confidence: 0.992579

00:03:16.500 --> 00:03:17.460 grants and those sorts of
NOTE Confidence: 0.992579

00:03:17.460 --> 00:03:17.960 things.
NOTE Confidence: 0.9940833

00:03:18.340 --> 00:03:19.300 And then we care for
NOTE Confidence: 0.9940833

00:03:19.300 --> 00:03:20.980 patients with compassion and commit
NOTE Confidence: 0.9940833

00:03:20.980 --> 00:03:22.100 to improving the health of
NOTE Confidence: 0.9940833

00:03:22.100 --> 00:03:24.200 all people. The notion that,
NOTE Confidence: 0.99941164

00:03:24.580 --> 00:03:25.960 we both have a
NOTE Confidence: 0.97693485

00:03:26.340 --> 00:03:28.580 clinician patient relationship, but we
NOTE Confidence: 0.97693485

00:03:28.580 --> 00:03:30.280 also are responsible for,

NOTE Confidence: 0.8499444

00:03:32.575 --> 00:03:33.514 a bigger mandate.

NOTE Confidence: 0.9984213

00:03:34.055 --> 00:03:35.174 So in all of the

NOTE Confidence: 0.9984213

00:03:35.174 --> 00:03:36.614 strategic work that we've been

NOTE Confidence: 0.9984213

00:03:36.614 --> 00:03:37.114 doing,

NOTE Confidence: 0.9822178

00:03:37.655 --> 00:03:39.435 you know, we're investing in

NOTE Confidence: 0.97643816

00:03:39.735 --> 00:03:41.674 things like biomedical informatics,

NOTE Confidence: 0.99667895

00:03:42.694 --> 00:03:43.194 imaging,

NOTE Confidence: 0.9765756

00:03:45.940 --> 00:03:47.860 immunobiology, neuroscience. Many of you

NOTE Confidence: 0.9765756

00:03:47.860 --> 00:03:49.060 are here because of those

NOTE Confidence: 0.9765756

00:03:49.060 --> 00:03:49.560 investments,

NOTE Confidence: 0.95100445

00:03:50.020 --> 00:03:51.060 but there are some cross

NOTE Confidence: 0.95100445

00:03:51.060 --> 00:03:51.959 cutting themes.

NOTE Confidence: 0.9988307

00:03:52.260 --> 00:03:53.540 And so one that I've

NOTE Confidence: 0.9988307

00:03:53.540 --> 00:03:55.459 mentioned is the notion of

NOTE Confidence: 0.9988307

00:03:55.459 --> 00:03:57.140 creating an environment of inclusive

NOTE Confidence: 0.9988307

00:03:57.140 --> 00:03:57.640 excellence
NOTE Confidence: 0.99363583

00:03:58.125 --> 00:03:59.245 where everybody can thrive and
NOTE Confidence: 0.99363583

00:03:59.245 --> 00:04:00.444 where we continue to recruit
NOTE Confidence: 0.99363583

00:04:00.444 --> 00:04:01.644 the best talents. And our
NOTE Confidence: 0.99363583

00:04:01.644 --> 00:04:03.245 emphasis here has really been
NOTE Confidence: 0.99363583

00:04:03.245 --> 00:04:03.745 on
NOTE Confidence: 0.9866566

00:04:04.284 --> 00:04:06.204 mentorship and sponsorship, and so
NOTE Confidence: 0.9866566

00:04:06.204 --> 00:04:07.165 you'll hear I think you'll
NOTE Confidence: 0.9866566

00:04:07.165 --> 00:04:08.605 hear about the faculty development
NOTE Confidence: 0.9866566

00:04:08.605 --> 00:04:09.805 annual questionnaire and the work
NOTE Confidence: 0.9866566

00:04:09.805 --> 00:04:10.605 that we're doing to make
NOTE Confidence: 0.9866566

00:04:10.605 --> 00:04:11.905 sure that you're having meaningful
NOTE Confidence: 0.9866566

00:04:11.965 --> 00:04:12.465 conversations
NOTE Confidence: 0.968425

00:04:13.400 --> 00:04:14.920 with your section chief or
NOTE Confidence: 0.968425

00:04:14.920 --> 00:04:15.960 your chair, or if you're
NOTE Confidence: 0.968425

00:04:15.960 --> 00:04:16.839 a section chief or a

NOTE Confidence: 0.968425
00:04:16.839 --> 00:04:17.800 chair, you know how to
NOTE Confidence: 0.968425
00:04:17.800 --> 00:04:18.700 have those conversations.
NOTE Confidence: 0.9522044
00:04:19.240 --> 00:04:20.440 I've already said about three
NOTE Confidence: 0.9522044
00:04:20.440 --> 00:04:21.980 times breaking down silos.
NOTE Confidence: 0.9723906
00:04:23.560 --> 00:04:25.240 Another cross cutting theme is
NOTE Confidence: 0.9723906
00:04:25.240 --> 00:04:26.940 is building the resources
NOTE Confidence: 0.99523985
00:04:27.365 --> 00:04:28.645 to allow you to do
NOTE Confidence: 0.99523985
00:04:28.645 --> 00:04:29.925 your work. So for those
NOTE Confidence: 0.99523985
00:04:29.925 --> 00:04:31.285 of you in research, that's
NOTE Confidence: 0.99523985
00:04:31.285 --> 00:04:32.325 about making sure that the
NOTE Confidence: 0.99523985
00:04:32.325 --> 00:04:34.025 cores are functioning really well,
NOTE Confidence: 0.99523985
00:04:34.085 --> 00:04:35.445 that we're bringing the cutting
NOTE Confidence: 0.99523985
00:04:35.445 --> 00:04:35.945 edge
NOTE Confidence: 0.756868
00:04:37.045 --> 00:04:37.545 technology,
NOTE Confidence: 0.97200745
00:04:38.085 --> 00:04:39.750 FIB SEM, whatever it is,
NOTE Confidence: 0.97200745

00:04:39.990 --> 00:04:41.830 the latest in AI, so
NOTE Confidence: 0.97200745

00:04:41.830 --> 00:04:42.390 that you can do your
NOTE Confidence: 0.97200745

00:04:42.390 --> 00:04:43.270 work. And the same is
NOTE Confidence: 0.97200745

00:04:43.270 --> 00:04:44.650 true in the clinical arena.
NOTE Confidence: 0.9969502

00:04:45.270 --> 00:04:45.990 Those of you who are
NOTE Confidence: 0.9969502

00:04:45.990 --> 00:04:46.490 clinicians,
NOTE Confidence: 0.9616447

00:04:47.029 --> 00:04:48.870 if you, were piloting, but
NOTE Confidence: 0.9616447

00:04:48.870 --> 00:04:50.150 it's rolling out pretty quickly,
NOTE Confidence: 0.9616447

00:04:50.150 --> 00:04:51.270 you have the opportunity to
NOTE Confidence: 0.9616447

00:04:51.270 --> 00:04:52.630 use Ambient AI to write
NOTE Confidence: 0.9616447

00:04:52.630 --> 00:04:54.145 your notes. That's a game
NOTE Confidence: 0.9616447

00:04:54.145 --> 00:04:55.185 changer in terms of the
NOTE Confidence: 0.9616447

00:04:55.185 --> 00:04:56.145 quality of life and your
NOTE Confidence: 0.9616447

00:04:56.145 --> 00:04:57.505 ability to spend quality time
NOTE Confidence: 0.9616447

00:04:57.505 --> 00:04:58.325 with your patients.
NOTE Confidence: 0.984237

00:04:59.265 --> 00:04:59.925 And then,

NOTE Confidence: 0.95445967

00:05:01.265 --> 00:05:02.705 realizing our potential as a

NOTE Confidence: 0.95445967

00:05:02.705 --> 00:05:04.865 premier health system through strategic

NOTE Confidence: 0.95445967

00:05:04.865 --> 00:05:06.385 alignment and partnership with Yale

NOTE Confidence: 0.95445967

00:05:06.385 --> 00:05:07.605 New Haven health system.

NOTE Confidence: 0.98761344

00:05:07.919 --> 00:05:08.320 So,

NOTE Confidence: 0.9938615

00:05:08.800 --> 00:05:10.080 if you've depending on where

NOTE Confidence: 0.9938615

00:05:10.080 --> 00:05:11.199 you've come from, you know,

NOTE Confidence: 0.9938615

00:05:11.199 --> 00:05:13.520 the relationship between the health

NOTE Confidence: 0.9938615

00:05:13.520 --> 00:05:15.199 system and the school differs

NOTE Confidence: 0.9938615

00:05:15.199 --> 00:05:16.419 in every single place,

NOTE Confidence: 0.99754095

00:05:17.120 --> 00:05:17.940 in the country.

NOTE Confidence: 0.97177

00:05:18.320 --> 00:05:19.779 In our case, we don't,

NOTE Confidence: 0.99392486

00:05:20.425 --> 00:05:21.625 own the health system. It's

NOTE Confidence: 0.99392486

00:05:21.625 --> 00:05:22.904 a separate entity. We have

NOTE Confidence: 0.99392486

00:05:22.904 --> 00:05:24.345 an affiliation. We have two

NOTE Confidence: 0.99392486

00:05:24.345 --> 00:05:25.404 affiliation agreements
NOTE Confidence: 0.9798464

00:05:25.785 --> 00:05:27.545 between the university and the
NOTE Confidence: 0.9798464

00:05:27.545 --> 00:05:28.285 health system.
NOTE Confidence: 0.99216324

00:05:28.904 --> 00:05:30.745 And over the years, that
NOTE Confidence: 0.99216324

00:05:30.745 --> 00:05:31.565 has worked
NOTE Confidence: 0.97921115

00:05:32.490 --> 00:05:34.330 variably well, and so we've
NOTE Confidence: 0.97921115

00:05:34.330 --> 00:05:35.210 really spent a lot of
NOTE Confidence: 0.97921115

00:05:35.210 --> 00:05:36.089 time in the last two
NOTE Confidence: 0.97921115

00:05:36.089 --> 00:05:36.990 or three years,
NOTE Confidence: 0.99776554

00:05:38.250 --> 00:05:39.470 investing in
NOTE Confidence: 0.9966651

00:05:39.770 --> 00:05:41.690 making that relationship work. And
NOTE Confidence: 0.9966651

00:05:41.690 --> 00:05:43.150 so part of that
NOTE Confidence: 0.9970135

00:05:43.930 --> 00:05:45.470 has been doing the first
NOTE Confidence: 0.9970135

00:05:45.764 --> 00:05:46.264 ever,
NOTE Confidence: 0.999043

00:05:46.884 --> 00:05:48.645 joint strategic plan between the
NOTE Confidence: 0.999043

00:05:48.645 --> 00:05:50.185 health system and the school.

NOTE Confidence: 0.9988109

00:05:50.725 --> 00:05:52.104 It has five pillars.

NOTE Confidence: 0.9976211

00:05:52.485 --> 00:05:54.085 I think what's important is

NOTE Confidence: 0.9976211

00:05:54.085 --> 00:05:54.585 that,

NOTE Confidence: 0.95704573

00:05:55.285 --> 00:05:56.805 although several of these are

NOTE Confidence: 0.95704573

00:05:56.805 --> 00:05:58.824 focused on the clinical mission

NOTE Confidence: 0.95704573

00:05:58.964 --> 00:05:59.830 like leading,

NOTE Confidence: 0.97920686

00:06:00.230 --> 00:06:02.550 destination programs or making sure

NOTE Confidence: 0.97920686

00:06:02.550 --> 00:06:04.010 that the service is good,

NOTE Confidence: 0.9724114

00:06:04.870 --> 00:06:06.790 they're also centered on our

NOTE Confidence: 0.9724114

00:06:06.790 --> 00:06:09.130 fundamental academic missions, like

NOTE Confidence: 0.99138504

00:06:09.910 --> 00:06:11.050 enabling research

NOTE Confidence: 0.9875489

00:06:11.735 --> 00:06:13.654 in our patients. So, I

NOTE Confidence: 0.9875489

00:06:13.654 --> 00:06:15.014 think cancer centers have always

NOTE Confidence: 0.9875489

00:06:15.014 --> 00:06:15.895 been the model for this

NOTE Confidence: 0.9875489

00:06:15.895 --> 00:06:17.575 where any patient who walks

NOTE Confidence: 0.9875489

00:06:17.575 --> 00:06:18.935 in the door has access
NOTE Confidence: 0.9875489

00:06:18.935 --> 00:06:20.075 to clinical trials.
NOTE Confidence: 0.9685916

00:06:20.455 --> 00:06:21.575 Our vision is that that's
NOTE Confidence: 0.9685916

00:06:21.575 --> 00:06:23.035 true across every,
NOTE Confidence: 0.96805954

00:06:24.140 --> 00:06:26.460 every specialty. And so we've,
NOTE Confidence: 0.96805954

00:06:26.460 --> 00:06:27.820 in the last year, appointed
NOTE Confidence: 0.96805954

00:06:27.820 --> 00:06:29.660 a director of clinical and
NOTE Confidence: 0.96805954

00:06:29.660 --> 00:06:31.580 translational research across the health
NOTE Confidence: 0.96805954

00:06:31.580 --> 00:06:33.900 system who's also, the director
NOTE Confidence: 0.96805954

00:06:33.900 --> 00:06:34.700 of the Yale Center for
NOTE Confidence: 0.96805954

00:06:34.700 --> 00:06:35.680 Clinical Investigation
NOTE Confidence: 0.99954855

00:06:36.154 --> 00:06:37.695 to facilitate that work.
NOTE Confidence: 0.9461504

00:06:38.075 --> 00:06:39.115 We've done things like create
NOTE Confidence: 0.9461504

00:06:39.115 --> 00:06:39.775 a biorepository
NOTE Confidence: 0.901131

00:06:40.875 --> 00:06:41.435 so that,
NOTE Confidence: 0.99612576

00:06:41.835 --> 00:06:43.595 samples from our patients are

NOTE Confidence: 0.99612576
00:06:43.595 --> 00:06:45.675 available to anybody for research
NOTE Confidence: 0.99612576
00:06:45.675 --> 00:06:46.175 purposes.
NOTE Confidence: 0.9614992
00:06:46.635 --> 00:06:47.595 And then at the other
NOTE Confidence: 0.9614992
00:06:47.595 --> 00:06:49.135 end, continuous learning,
NOTE Confidence: 0.9281746
00:06:49.755 --> 00:06:50.495 and innovation,
NOTE Confidence: 0.9873274
00:06:51.035 --> 00:06:52.710 you know, the health system
NOTE Confidence: 0.9873274
00:06:52.710 --> 00:06:53.830 is where our residents and
NOTE Confidence: 0.9873274
00:06:53.830 --> 00:06:55.430 fellows all train, and so
NOTE Confidence: 0.9873274
00:06:55.430 --> 00:06:57.110 making sure that those programs
NOTE Confidence: 0.9873274
00:06:57.110 --> 00:06:58.470 are excellent. And we're fortunate
NOTE Confidence: 0.9873274
00:06:58.470 --> 00:06:59.690 to have a great DIO
NOTE Confidence: 0.9668054
00:07:00.150 --> 00:07:01.830 in Steve Hewitt, and and
NOTE Confidence: 0.9668054
00:07:01.830 --> 00:07:02.550 really great,
NOTE Confidence: 0.9989604
00:07:03.350 --> 00:07:04.250 graduate medical
NOTE Confidence: 0.99900544
00:07:04.630 --> 00:07:05.850 education programs.
NOTE Confidence: 0.99865323

00:07:07.945 --> 00:07:09.305 One of the other areas
NOTE Confidence: 0.99865323

00:07:09.305 --> 00:07:11.305 where we've made significant change
NOTE Confidence: 0.99865323

00:07:11.305 --> 00:07:12.264 over the last couple of
NOTE Confidence: 0.99865323

00:07:12.264 --> 00:07:13.805 years is in aligning
NOTE Confidence: 0.9760618

00:07:14.185 --> 00:07:16.345 what is our faculty practice
NOTE Confidence: 0.9760618

00:07:16.345 --> 00:07:17.485 plan, Yale Medicine,
NOTE Confidence: 0.98194695

00:07:18.345 --> 00:07:19.465 of which many of you
NOTE Confidence: 0.98194695

00:07:19.465 --> 00:07:20.365 will be members,
NOTE Confidence: 0.94424367

00:07:20.840 --> 00:07:22.919 and the employed physicians in
NOTE Confidence: 0.94424367

00:07:22.919 --> 00:07:24.520 the, Yale New Haven Health
NOTE Confidence: 0.94424367

00:07:24.520 --> 00:07:26.060 System. So historically,
NOTE Confidence: 0.98404

00:07:26.440 --> 00:07:28.280 sometimes there was competition between
NOTE Confidence: 0.98404

00:07:28.280 --> 00:07:29.639 those two, and we even
NOTE Confidence: 0.98404

00:07:29.639 --> 00:07:31.319 would be arm wrestling over
NOTE Confidence: 0.98404

00:07:31.319 --> 00:07:32.680 whether a group we were
NOTE Confidence: 0.98404

00:07:32.680 --> 00:07:34.375 recruiting would come in through

NOTE Confidence: 0.98404

00:07:34.375 --> 00:07:35.115 the faculty

NOTE Confidence: 0.98238105

00:07:35.495 --> 00:07:36.475 or through NEMG.

NOTE Confidence: 0.9436621

00:07:37.175 --> 00:07:37.915 We have,

NOTE Confidence: 0.9936453

00:07:38.935 --> 00:07:40.935 eliminated that by actually creating

NOTE Confidence: 0.9936453

00:07:40.935 --> 00:07:42.215 a structure in which all

NOTE Confidence: 0.9936453

00:07:42.215 --> 00:07:43.354 of these are aligned

NOTE Confidence: 0.9883173

00:07:43.735 --> 00:07:45.915 under the leadership of our,

NOTE Confidence: 0.98895663

00:07:46.935 --> 00:07:48.294 our deputy dean for clinical

NOTE Confidence: 0.98895663

00:07:48.294 --> 00:07:48.794 affairs,

NOTE Confidence: 0.9726607

00:07:49.430 --> 00:07:51.910 doctor Peggy McGovern. And, that's

NOTE Confidence: 0.9726607

00:07:52.150 --> 00:07:53.430 that really enables us to

NOTE Confidence: 0.9726607

00:07:53.430 --> 00:07:54.389 do a bunch of other

NOTE Confidence: 0.9726607

00:07:54.389 --> 00:07:55.850 things that I think improve

NOTE Confidence: 0.9728503

00:07:56.470 --> 00:07:57.510 the quality of lives of

NOTE Confidence: 0.9728503

00:07:57.510 --> 00:07:59.270 our patients, but also our

NOTE Confidence: 0.9728503

00:07:59.270 --> 00:08:00.490 faculty. So,
NOTE Confidence: 0.9546667

00:08:01.504 --> 00:08:03.125 I mentioned, you know, introducing
NOTE Confidence: 0.9546667

00:08:03.264 --> 00:08:05.044 things like ambient AI,
NOTE Confidence: 0.96841097

00:08:05.664 --> 00:08:07.425 but it allows us to
NOTE Confidence: 0.96841097

00:08:07.425 --> 00:08:09.104 have a single access center
NOTE Confidence: 0.96841097

00:08:09.104 --> 00:08:11.104 so patients get in to
NOTE Confidence: 0.96841097

00:08:11.104 --> 00:08:12.145 see us a little more
NOTE Confidence: 0.96841097

00:08:12.145 --> 00:08:13.444 efficiently, and we're about
NOTE Confidence: 0.9992169

00:08:13.745 --> 00:08:15.425 halfway through the work that's
NOTE Confidence: 0.9992169

00:08:15.425 --> 00:08:16.405 involved there.
NOTE Confidence: 0.9584533

00:08:17.090 --> 00:08:19.250 It makes possible doing, setting
NOTE Confidence: 0.9584533

00:08:19.250 --> 00:08:20.610 up, which we've just done,
NOTE Confidence: 0.9584533

00:08:20.610 --> 00:08:22.290 a clinically integrated network so
NOTE Confidence: 0.9584533

00:08:22.290 --> 00:08:24.150 that we're providing support for
NOTE Confidence: 0.9760489

00:08:24.850 --> 00:08:26.630 all of our physicians, including
NOTE Confidence: 0.9760489

00:08:26.770 --> 00:08:28.450 community of physicians who are

NOTE Confidence: 0.9760489

00:08:28.450 --> 00:08:29.669 affiliated to provide,

NOTE Confidence: 0.9760619

00:08:30.604 --> 00:08:32.125 the highest quality of research

NOTE Confidence: 0.9760619

00:08:32.125 --> 00:08:33.645 and then of of clinical

NOTE Confidence: 0.9760619

00:08:33.645 --> 00:08:34.524 care, and then we can

NOTE Confidence: 0.9760619

00:08:34.524 --> 00:08:36.365 offer population health management and

NOTE Confidence: 0.9760619

00:08:36.365 --> 00:08:37.804 those sorts of things. Lots

NOTE Confidence: 0.9760619

00:08:37.804 --> 00:08:39.085 of work going on there,

NOTE Confidence: 0.9760619

00:08:39.325 --> 00:08:41.024 and very good leadership there.

NOTE Confidence: 0.9902947

00:08:41.980 --> 00:08:43.420 So changing gears, I talked

NOTE Confidence: 0.9902947

00:08:43.420 --> 00:08:44.400 about our mission.

NOTE Confidence: 0.99779075

00:08:45.820 --> 00:08:46.620 I think one of the

NOTE Confidence: 0.99779075

00:08:46.620 --> 00:08:47.600 things that

NOTE Confidence: 0.8763722

00:08:48.140 --> 00:08:49.360 is important

NOTE Confidence: 0.97533137

00:08:49.820 --> 00:08:51.980 work is making sure that

NOTE Confidence: 0.97533137

00:08:51.980 --> 00:08:53.580 we make decisions that are

NOTE Confidence: 0.97533137

00:08:53.580 --> 00:08:54.780 based on a set of
NOTE Confidence: 0.97533137

00:08:54.780 --> 00:08:55.920 values, and,
NOTE Confidence: 0.97986

00:08:57.154 --> 00:08:58.695 these values were articulated,
NOTE Confidence: 0.99349016

00:08:59.394 --> 00:09:00.855 by a group of faculty
NOTE Confidence: 0.99349016

00:09:00.915 --> 00:09:02.035 leaders who were asked to
NOTE Confidence: 0.99349016

00:09:02.035 --> 00:09:03.095 do this and then,
NOTE Confidence: 0.9784385

00:09:03.875 --> 00:09:04.755 vetted by,
NOTE Confidence: 0.9379177

00:09:05.154 --> 00:09:05.975 our community.
NOTE Confidence: 0.88843167

00:09:06.595 --> 00:09:08.295 And I think they,
NOTE Confidence: 0.9910771

00:09:09.230 --> 00:09:10.670 I think we've captured some
NOTE Confidence: 0.9910771

00:09:10.670 --> 00:09:11.470 of them in the first
NOTE Confidence: 0.9910771

00:09:11.470 --> 00:09:12.770 part of my talk, but,
NOTE Confidence: 0.92231065

00:09:13.390 --> 00:09:15.330 I mentioned diversity and inclusion.
NOTE Confidence: 0.9842729

00:09:16.190 --> 00:09:18.110 Again, the notion that if
NOTE Confidence: 0.9842729

00:09:18.110 --> 00:09:20.110 we create an environment where
NOTE Confidence: 0.9842729

00:09:20.110 --> 00:09:21.490 everyone can excel,

NOTE Confidence: 0.7952685

00:09:22.815 --> 00:09:23.635 the the

NOTE Confidence: 0.9673764

00:09:24.495 --> 00:09:25.795 the quality and the richness

NOTE Confidence: 0.9673764

00:09:25.934 --> 00:09:26.654 of the,

NOTE Confidence: 0.9972617

00:09:27.615 --> 00:09:29.154 innovation is greater.

NOTE Confidence: 0.97489715

00:09:30.175 --> 00:09:32.035 Integrity, reflection, and communication,

NOTE Confidence: 0.994386

00:09:32.495 --> 00:09:33.714 pretty simple stuff,

NOTE Confidence: 0.9901328

00:09:34.350 --> 00:09:35.870 but it can get lost

NOTE Confidence: 0.9901328

00:09:35.870 --> 00:09:37.410 in academia sometimes,

NOTE Confidence: 0.9832265

00:09:38.029 --> 00:09:38.529 when,

NOTE Confidence: 0.99502224

00:09:39.470 --> 00:09:41.170 in institutions where,

NOTE Confidence: 0.84650624

00:09:41.870 --> 00:09:43.309 it became comes sort of

NOTE Confidence: 0.84650624

00:09:43.309 --> 00:09:44.290 a a star.

NOTE Confidence: 0.9689025

00:09:44.990 --> 00:09:46.350 You know, someone becomes the

NOTE Confidence: 0.9689025

00:09:46.350 --> 00:09:47.710 academic star and they're not

NOTE Confidence: 0.9689025

00:09:47.710 --> 00:09:48.529 held accountable.

NOTE Confidence: 0.9986125

00:09:48.965 --> 00:09:50.245 We are very much interested
NOTE Confidence: 0.9986125

00:09:50.245 --> 00:09:51.545 in making sure that,
NOTE Confidence: 0.96795654

00:09:52.085 --> 00:09:53.445 people at the highest level
NOTE Confidence: 0.96795654

00:09:53.445 --> 00:09:54.725 at every level across the
NOTE Confidence: 0.96795654

00:09:54.725 --> 00:09:55.225 institution
NOTE Confidence: 0.9810334

00:09:55.765 --> 00:09:56.665 are communicating,
NOTE Confidence: 0.99703294

00:09:57.684 --> 00:09:59.785 and are are working ethically.
NOTE Confidence: 0.93867236

00:10:00.965 --> 00:10:02.804 Discovery, innovation, and scholarship, I
NOTE Confidence: 0.93867236

00:10:02.804 --> 00:10:04.085 think that's a no brainer
NOTE Confidence: 0.93867236

00:10:04.085 --> 00:10:05.140 in much of what I've
NOTE Confidence: 0.93867236

00:10:05.140 --> 00:10:06.200 already talked about.
NOTE Confidence: 0.95063835

00:10:06.899 --> 00:10:08.679 Building an engaged and productive
NOTE Confidence: 0.95063835

00:10:08.740 --> 00:10:09.240 community,
NOTE Confidence: 0.9989245

00:10:09.779 --> 00:10:11.540 I think you'll find that
NOTE Confidence: 0.9989245

00:10:11.540 --> 00:10:12.980 the resources that we are
NOTE Confidence: 0.9989245

00:10:12.980 --> 00:10:14.120 creating for

NOTE Confidence: 0.9789772

00:10:14.500 --> 00:10:16.520 faculty development, for training development,

NOTE Confidence: 0.9629395

00:10:17.295 --> 00:10:17.795 are,

NOTE Confidence: 0.9947988

00:10:18.415 --> 00:10:19.475 really outstanding.

NOTE Confidence: 0.9469008

00:10:19.775 --> 00:10:21.054 I'll I will call to

NOTE Confidence: 0.9469008

00:10:21.054 --> 00:10:22.335 your attention, for example, the

NOTE Confidence: 0.9469008

00:10:22.335 --> 00:10:24.035 office for physician science

NOTE Confidence: 0.76400596

00:10:24.495 --> 00:10:25.635 scientist and scientist

NOTE Confidence: 0.9426885

00:10:26.095 --> 00:10:27.775 development led by Keith Tote.

NOTE Confidence: 0.9426885

00:10:27.775 --> 00:10:28.895 I think the work that

NOTE Confidence: 0.9426885

00:10:28.895 --> 00:10:30.415 OAPD is doing in making

NOTE Confidence: 0.9426885

00:10:30.415 --> 00:10:31.235 it transparent,

NOTE Confidence: 0.99965864

00:10:31.820 --> 00:10:32.720 what is required

NOTE Confidence: 0.99955267

00:10:33.420 --> 00:10:33.920 for

NOTE Confidence: 0.9647811

00:10:35.339 --> 00:10:37.339 promotion on each track, and

NOTE Confidence: 0.9647811

00:10:37.339 --> 00:10:38.700 it's all very accessible on

NOTE Confidence: 0.9647811

00:10:38.700 --> 00:10:39.360 our website.
NOTE Confidence: 0.94323474

00:10:39.899 --> 00:10:41.360 And then lastly, generativity.
NOTE Confidence: 0.95935416

00:10:41.740 --> 00:10:43.020 You know, the notion that
NOTE Confidence: 0.95935416

00:10:43.020 --> 00:10:43.520 we,
NOTE Confidence: 0.9991958

00:10:44.940 --> 00:10:45.679 we all
NOTE Confidence: 0.99562716

00:10:46.934 --> 00:10:48.774 advance in our careers because
NOTE Confidence: 0.99562716

00:10:48.774 --> 00:10:49.274 of
NOTE Confidence: 0.9425286

00:10:50.054 --> 00:10:51.675 our mentors and our sponsors.
NOTE Confidence: 0.9821432

00:10:52.295 --> 00:10:53.495 And as we,
NOTE Confidence: 0.9936366

00:10:54.054 --> 00:10:55.355 become more senior,
NOTE Confidence: 0.99305445

00:10:55.735 --> 00:10:57.834 we have an obligation to
NOTE Confidence: 0.99305445

00:10:58.100 --> 00:10:59.540 to pay that forward. Right?
NOTE Confidence: 0.99305445

00:10:59.540 --> 00:11:00.040 And,
NOTE Confidence: 0.9955595

00:11:00.900 --> 00:11:03.059 so creating an environment where
NOTE Confidence: 0.9955595

00:11:03.059 --> 00:11:03.559 we're,
NOTE Confidence: 0.99569434

00:11:04.500 --> 00:11:06.179 helping that next generation is

NOTE Confidence: 0.99569434
00:11:06.179 --> 00:11:07.300 is something that we really
NOTE Confidence: 0.99569434
00:11:07.300 --> 00:11:08.440 value here.
NOTE Confidence: 0.99845773
00:11:09.140 --> 00:11:10.245 So I think that
NOTE Confidence: 0.9772379
00:11:10.725 --> 00:11:11.845 things to to keep in
NOTE Confidence: 0.9772379
00:11:11.845 --> 00:11:13.205 mind in your back pocket
NOTE Confidence: 0.9772379
00:11:13.205 --> 00:11:14.404 as you're as you're,
NOTE Confidence: 0.9945986
00:11:16.485 --> 00:11:17.705 becoming more comfortable,
NOTE Confidence: 0.9257604
00:11:18.165 --> 00:11:18.665 here.
NOTE Confidence: 0.9653209
00:11:19.125 --> 00:11:20.404 And then I I'm ending
NOTE Confidence: 0.9653209
00:11:20.404 --> 00:11:20.804 with,
NOTE Confidence: 0.98787075
00:11:22.085 --> 00:11:22.904 something that,
NOTE Confidence: 0.9942941
00:11:23.525 --> 00:11:25.140 I have shared with the
NOTE Confidence: 0.9942941
00:11:25.300 --> 00:11:26.920 chairs and the deputy deans
NOTE Confidence: 0.9942941
00:11:26.980 --> 00:11:28.600 as our rules of engagement,
NOTE Confidence: 0.988226
00:11:29.700 --> 00:11:31.140 so that you know how
NOTE Confidence: 0.988226

00:11:31.140 --> 00:11:31.640 we,
NOTE Confidence: 0.9813716

00:11:32.340 --> 00:11:34.120 sort of hold ourselves accountable.
NOTE Confidence: 0.98931813

00:11:34.980 --> 00:11:35.940 One is that we set
NOTE Confidence: 0.98931813

00:11:35.940 --> 00:11:36.840 the bar high,
NOTE Confidence: 0.97375697

00:11:39.215 --> 00:11:40.575 but, we, of course, help
NOTE Confidence: 0.97375697

00:11:40.575 --> 00:11:41.075 people
NOTE Confidence: 0.7822319

00:11:41.775 --> 00:11:42.675 reach that.
NOTE Confidence: 0.90567744

00:11:43.135 --> 00:11:44.115 Another is,
NOTE Confidence: 0.9761968

00:11:45.135 --> 00:11:46.975 that this if you've if
NOTE Confidence: 0.9761968

00:11:46.975 --> 00:11:48.195 you've read about,
NOTE Confidence: 0.9930695

00:11:48.735 --> 00:11:50.655 safe institutions, right, this has
NOTE Confidence: 0.9930695

00:11:50.655 --> 00:11:51.535 to be a place where
NOTE Confidence: 0.9930695

00:11:51.535 --> 00:11:52.675 we can share problems.
NOTE Confidence: 0.9989825

00:11:53.910 --> 00:11:55.350 You can't put your head
NOTE Confidence: 0.9989825

00:11:55.350 --> 00:11:56.470 in the sand if there's
NOTE Confidence: 0.9989825

00:11:56.470 --> 00:11:57.050 an issue.

NOTE Confidence: 0.9721782

00:11:57.590 --> 00:11:59.910 I do encourage everyone though

NOTE Confidence: 0.9721782

00:11:59.910 --> 00:12:01.110 to bring a solution. There's

NOTE Confidence: 0.9721782

00:12:01.110 --> 00:12:02.470 nothing worse than somebody just

NOTE Confidence: 0.9721782

00:12:02.470 --> 00:12:03.670 dumping a problem on the

NOTE Confidence: 0.9721782

00:12:03.670 --> 00:12:05.684 table and then walking away.

NOTE Confidence: 0.9721782

00:12:05.925 --> 00:12:07.125 So it's really good to

NOTE Confidence: 0.9721782

00:12:07.125 --> 00:12:08.665 say, we have this problem.

NOTE Confidence: 0.91286564

00:12:09.605 --> 00:12:10.404 They here are two or

NOTE Confidence: 0.91286564

00:12:10.404 --> 00:12:11.225 three solutions,

NOTE Confidence: 0.9606139

00:12:11.525 --> 00:12:12.485 or I don't know what

NOTE Confidence: 0.9606139

00:12:12.485 --> 00:12:13.445 the solutions, here are the

NOTE Confidence: 0.9606139

00:12:13.445 --> 00:12:14.745 things that I've thought about.

NOTE Confidence: 0.989098

00:12:15.525 --> 00:12:17.065 And and that really engenders

NOTE Confidence: 0.989098

00:12:17.125 --> 00:12:17.684 a great,

NOTE Confidence: 0.8832402

00:12:20.165 --> 00:12:21.720 a really thoughtful approach in

NOTE Confidence: 0.8832402

00:12:21.720 --> 00:12:23.260 solving in solving those problems.

NOTE Confidence: 0.9897638

00:12:25.160 --> 00:12:26.120 Those of you who are

NOTE Confidence: 0.9897638

00:12:26.120 --> 00:12:28.059 in leadership positions will appreciate

NOTE Confidence: 0.9897638

00:12:28.120 --> 00:12:28.940 that, but,

NOTE Confidence: 0.99923176

00:12:29.320 --> 00:12:31.079 you know, if something bad

NOTE Confidence: 0.99923176

00:12:31.079 --> 00:12:32.679 happens, it's good to tell

NOTE Confidence: 0.99923176

00:12:32.679 --> 00:12:33.179 people.

NOTE Confidence: 0.95162773

00:12:35.255 --> 00:12:36.295 The worst thing is to

NOTE Confidence: 0.95162773

00:12:36.295 --> 00:12:37.654 hear that second or third

NOTE Confidence: 0.95162773

00:12:37.654 --> 00:12:39.015 hand particularly if you're the

NOTE Confidence: 0.95162773

00:12:39.175 --> 00:12:40.615 if you're ultimately the person

NOTE Confidence: 0.95162773

00:12:40.615 --> 00:12:41.915 responsible for something.

NOTE Confidence: 0.9015799

00:12:44.855 --> 00:12:45.894 The the old when in

NOTE Confidence: 0.9015799

00:12:45.894 --> 00:12:46.795 doubt consult.

NOTE Confidence: 0.99305135

00:12:47.710 --> 00:12:48.370 You know,

NOTE Confidence: 0.9878405

00:12:48.670 --> 00:12:49.790 you don't have to solve

NOTE Confidence: 0.9878405
00:12:49.790 --> 00:12:51.550 every problem yourself, and I
NOTE Confidence: 0.9878405
00:12:51.550 --> 00:12:52.770 think when I was
NOTE Confidence: 0.9935584
00:12:53.230 --> 00:12:54.210 a young attending,
NOTE Confidence: 0.9803494
00:12:54.990 --> 00:12:56.110 you know, I thought attending
NOTE Confidence: 0.9803494
00:12:56.110 --> 00:12:57.309 meant that the buck stopped
NOTE Confidence: 0.9803494
00:12:57.309 --> 00:12:58.190 with me, and then I
NOTE Confidence: 0.9803494
00:12:58.190 --> 00:12:59.070 figured out that all the
NOTE Confidence: 0.9803494
00:12:59.070 --> 00:13:00.429 gray haired attendings who were
NOTE Confidence: 0.9803494
00:13:00.429 --> 00:13:01.090 my partner
NOTE Confidence: 0.9857075
00:13:01.524 --> 00:13:02.825 always called each other.
NOTE Confidence: 0.98786086
00:13:03.765 --> 00:13:05.125 You know, the the chair
NOTE Confidence: 0.98786086
00:13:05.125 --> 00:13:06.725 of medicine would call, you
NOTE Confidence: 0.98786086
00:13:06.725 --> 00:13:08.245 know, his partners when dealing
NOTE Confidence: 0.98786086
00:13:08.245 --> 00:13:09.785 with a tough patient because
NOTE Confidence: 0.9997368
00:13:10.404 --> 00:13:11.625 we can't do this alone.
NOTE Confidence: 0.90822124

00:13:14.590 --> 00:13:15.730 Now, this is a biggie
NOTE Confidence: 0.88318753

00:13:18.270 --> 00:13:19.470 and this is I'd say
NOTE Confidence: 0.88318753

00:13:19.470 --> 00:13:21.170 the most violated rule,
NOTE Confidence: 0.9903568

00:13:22.830 --> 00:13:24.030 and I can tell you
NOTE Confidence: 0.9903568

00:13:24.030 --> 00:13:25.309 that we will give you
NOTE Confidence: 0.9903568

00:13:25.309 --> 00:13:26.429 all back a lot of
NOTE Confidence: 0.9903568

00:13:26.429 --> 00:13:27.790 time if you adhere to
NOTE Confidence: 0.9903568

00:13:27.790 --> 00:13:28.530 this rule,
NOTE Confidence: 0.96588147

00:13:30.075 --> 00:13:31.595 which is if you're writing
NOTE Confidence: 0.96588147

00:13:31.595 --> 00:13:33.535 emails, emails are not meant
NOTE Confidence: 0.96588147

00:13:33.835 --> 00:13:35.934 as a vehicle to communicate
NOTE Confidence: 0.96588147

00:13:36.155 --> 00:13:37.215 complex ideas,
NOTE Confidence: 0.96838444

00:13:37.995 --> 00:13:39.035 and so this is the
NOTE Confidence: 0.96838444

00:13:39.035 --> 00:13:40.155 rule. If you're typing more
NOTE Confidence: 0.96838444

00:13:40.155 --> 00:13:41.054 than one paragraph,
NOTE Confidence: 0.96955323

00:13:42.149 --> 00:13:43.270 pick up the telephone. Do

NOTE Confidence: 0.96955323
00:13:43.270 --> 00:13:43.990 you guys know what a
NOTE Confidence: 0.96955323
00:13:43.990 --> 00:13:44.890 telephone is?
NOTE Confidence: 0.6277595
00:13:46.070 --> 00:13:46.809 That would appear.
NOTE Confidence: 0.99747753
00:13:48.230 --> 00:13:49.450 So every chair
NOTE Confidence: 0.98891896
00:13:50.149 --> 00:13:51.670 a lot of faculty have
NOTE Confidence: 0.98891896
00:13:51.670 --> 00:13:52.890 my cell phone number
NOTE Confidence: 0.92020315
00:13:53.750 --> 00:13:54.250 because
NOTE Confidence: 0.99610126
00:13:55.505 --> 00:13:57.025 they know that if there's
NOTE Confidence: 0.99610126
00:13:57.025 --> 00:13:58.785 something complex going on, they
NOTE Confidence: 0.99610126
00:13:58.785 --> 00:13:59.845 can text me
NOTE Confidence: 0.96611184
00:14:00.225 --> 00:14:01.265 and we can, you know,
NOTE Confidence: 0.96611184
00:14:01.265 --> 00:14:02.705 I can find five minutes
NOTE Confidence: 0.96611184
00:14:02.705 --> 00:14:04.545 at that moment that saves
NOTE Confidence: 0.96611184
00:14:04.545 --> 00:14:06.005 us all about two hours.
NOTE Confidence: 0.9662592
00:14:06.705 --> 00:14:07.525 Right? So,
NOTE Confidence: 0.9051875

00:14:08.920 --> 00:14:10.440 and I particularly say if
NOTE Confidence: 0.9051875

00:14:10.440 --> 00:14:11.259 you're PO'd,
NOTE Confidence: 0.9751959

00:14:13.240 --> 00:14:14.519 just don't write the email
NOTE Confidence: 0.9751959

00:14:14.519 --> 00:14:15.019 yet.
NOTE Confidence: 0.96807194

00:14:16.040 --> 00:14:16.779 Write it,
NOTE Confidence: 0.94641143

00:14:17.160 --> 00:14:18.440 put it away, don't fill
NOTE Confidence: 0.94641143

00:14:18.440 --> 00:14:19.880 in the two line because
NOTE Confidence: 0.94641143

00:14:19.880 --> 00:14:21.579 you accidentally hit send
NOTE Confidence: 0.9282016

00:14:22.040 --> 00:14:23.420 and you'll regret it,
NOTE Confidence: 0.94639003

00:14:24.945 --> 00:14:26.385 but this is a you
NOTE Confidence: 0.94639003

00:14:26.385 --> 00:14:27.345 know, I think we we
NOTE Confidence: 0.94639003

00:14:27.345 --> 00:14:28.144 waste a lot of time
NOTE Confidence: 0.94639003

00:14:28.144 --> 00:14:28.885 on email.
NOTE Confidence: 0.6567509

00:14:32.144 --> 00:14:33.125 Avoid triangles.
NOTE Confidence: 0.9410963

00:14:33.584 --> 00:14:34.305 You know, I think some
NOTE Confidence: 0.9410963

00:14:34.305 --> 00:14:35.105 of you may not even

NOTE Confidence: 0.9410963
00:14:35.105 --> 00:14:36.144 know what a triangle is,
NOTE Confidence: 0.9410963
00:14:36.144 --> 00:14:37.185 but you know, this is
NOTE Confidence: 0.9410963
00:14:37.185 --> 00:14:39.204 where you say to
NOTE Confidence: 0.93426824
00:14:41.950 --> 00:14:43.630 you you you come into
NOTE Confidence: 0.93426824
00:14:43.630 --> 00:14:45.470 your chair's office and you
NOTE Confidence: 0.93426824
00:14:45.470 --> 00:14:45.970 say,
NOTE Confidence: 0.94103944
00:14:48.190 --> 00:14:49.810 John's being mean to me.
NOTE Confidence: 0.9585526
00:14:51.965 --> 00:14:53.485 And so your the triangle
NOTE Confidence: 0.9585526
00:14:53.485 --> 00:14:54.365 is that you're saying that
NOTE Confidence: 0.9585526
00:14:54.365 --> 00:14:55.325 to your chair, and what
NOTE Confidence: 0.9585526
00:14:55.325 --> 00:14:56.205 you might need to do
NOTE Confidence: 0.9585526
00:14:56.205 --> 00:14:57.245 is say to John, John,
NOTE Confidence: 0.9585526
00:14:57.245 --> 00:14:58.225 you're being a jerk,
NOTE Confidence: 0.95246124
00:14:58.685 --> 00:15:00.525 and or I you can
NOTE Confidence: 0.95246124
00:15:00.525 --> 00:15:01.645 say it nicely. You can
NOTE Confidence: 0.95246124

00:15:01.645 --> 00:15:03.565 say, I'm hearing that you're
NOTE Confidence: 0.95246124

00:15:03.565 --> 00:15:04.465 saying this,
NOTE Confidence: 0.9522463

00:15:05.450 --> 00:15:06.990 whatever, but it's when you
NOTE Confidence: 0.9522463

00:15:07.050 --> 00:15:08.490 in in bring a third
NOTE Confidence: 0.9522463

00:15:08.490 --> 00:15:09.450 party in to solve a
NOTE Confidence: 0.9522463

00:15:09.450 --> 00:15:10.490 problem, which is really a
NOTE Confidence: 0.9522463

00:15:10.490 --> 00:15:11.930 problem between two people, and
NOTE Confidence: 0.9522463

00:15:11.930 --> 00:15:12.730 people do it all the
NOTE Confidence: 0.9522463

00:15:12.730 --> 00:15:13.230 time.
NOTE Confidence: 0.9565039

00:15:14.890 --> 00:15:16.250 Again, getting back to this
NOTE Confidence: 0.9565039

00:15:16.250 --> 00:15:18.090 safe environment, debate is very
NOTE Confidence: 0.9565039

00:15:18.090 --> 00:15:18.590 healthy.
NOTE Confidence: 0.97284156

00:15:19.214 --> 00:15:20.175 At some point, you have
NOTE Confidence: 0.97284156

00:15:20.175 --> 00:15:21.714 to make a decision, and
NOTE Confidence: 0.97284156

00:15:21.855 --> 00:15:23.295 so if you're in a
NOTE Confidence: 0.97284156

00:15:23.295 --> 00:15:25.214 faculty meeting and you reach

NOTE Confidence: 0.97284156
00:15:25.214 --> 00:15:26.654 a consensus and there's a
NOTE Confidence: 0.97284156
00:15:26.654 --> 00:15:27.154 decision,
NOTE Confidence: 0.976803
00:15:29.055 --> 00:15:30.995 that requires then that you
NOTE Confidence: 0.99418133
00:15:32.170 --> 00:15:33.769 convey that decision to all
NOTE Confidence: 0.99418133
00:15:33.769 --> 00:15:34.430 of your,
NOTE Confidence: 0.84003353
00:15:36.329 --> 00:15:36.829 team.
NOTE Confidence: 0.9859841
00:15:37.610 --> 00:15:38.810 And it can't be the,
NOTE Confidence: 0.9859841
00:15:38.810 --> 00:15:40.329 oh, this is really stupid,
NOTE Confidence: 0.9859841
00:15:40.329 --> 00:15:41.610 but the chair said we
NOTE Confidence: 0.9859841
00:15:41.610 --> 00:15:42.810 have to do this. Right?
NOTE Confidence: 0.9859841
00:15:42.810 --> 00:15:43.930 It has to be conveyed.
NOTE Confidence: 0.9859841
00:15:43.930 --> 00:15:45.209 We had a really robust
NOTE Confidence: 0.9859841
00:15:45.209 --> 00:15:46.410 conversation, and this is what
NOTE Confidence: 0.9859841
00:15:46.410 --> 00:15:46.935 we're doing.
NOTE Confidence: 0.9860812
00:15:47.415 --> 00:15:48.795 Right? So not undermining
NOTE Confidence: 0.91348237

00:15:49.175 --> 00:15:50.475 leadership. And then,
NOTE Confidence: 0.7172963

00:15:52.455 --> 00:15:53.195 when it's
NOTE Confidence: 0.97207963

00:15:54.055 --> 00:15:55.335 particularly important to me, you
NOTE Confidence: 0.97207963

00:15:55.335 --> 00:15:56.375 know, that we face hard
NOTE Confidence: 0.97207963

00:15:56.375 --> 00:15:57.515 things all the time,
NOTE Confidence: 0.9903261

00:15:58.615 --> 00:16:00.135 and if you do that
NOTE Confidence: 0.9903261

00:16:00.135 --> 00:16:01.980 without some sense of perspective,
NOTE Confidence: 0.9903261

00:16:01.980 --> 00:16:03.100 and I think humor is
NOTE Confidence: 0.9903261

00:16:03.100 --> 00:16:04.320 really a sense of perspective,
NOTE Confidence: 0.95648074

00:16:04.780 --> 00:16:06.780 you'll go crazy. So, don't
NOTE Confidence: 0.95648074

00:16:06.780 --> 00:16:07.840 be afraid to laugh,
NOTE Confidence: 0.98282176

00:16:09.260 --> 00:16:10.460 and, you know, the students
NOTE Confidence: 0.98282176

00:16:10.460 --> 00:16:11.680 do a fourth year show.
NOTE Confidence: 0.9394452

00:16:12.140 --> 00:16:13.900 It's all about mocking the
NOTE Confidence: 0.9394452

00:16:13.900 --> 00:16:15.500 dean and the faculty, and,
NOTE Confidence: 0.99248517

00:16:17.055 --> 00:16:17.795 it's actually

NOTE Confidence: 0.96491456

00:16:18.095 --> 00:16:19.775 no one laughs louder than

NOTE Confidence: 0.96491456

00:16:19.775 --> 00:16:20.975 my husband, I must say,

NOTE Confidence: 0.96491456

00:16:20.975 --> 00:16:21.475 but,

NOTE Confidence: 0.9614826

00:16:22.415 --> 00:16:24.015 but it's really actually very

NOTE Confidence: 0.9614826

00:16:24.015 --> 00:16:25.615 healthy. So, anyway, I think

NOTE Confidence: 0.9614826

00:16:25.615 --> 00:16:26.755 that's all I have.

NOTE Confidence: 0.9559215

00:16:28.099 --> 00:16:29.219 Thank you for being here,

NOTE Confidence: 0.9559215

00:16:29.219 --> 00:16:30.579 and thanks again, Sam, for

NOTE Confidence: 0.9559215

00:16:30.579 --> 00:16:31.559 putting this on.