## WEBVTT

- 1.00:00:02.040 --> 00:00:03.840 < v. ->All right, I may just get us started, </v>
- $2\ 00:00:03.840 \longrightarrow 00:00:05.940$  if that's okay with all of you.
- 3~00:00:05.940 --> 00:00:07.260 Mary Keefe is just joining us
- $4\ 00:00:07.260 \longrightarrow 00:00:08.340$  for the first couple of minutes.
- $5~00:00:08.340 \dashrightarrow 00:00:11.550$  She's our Director of Admissions for the program,
- $6\ 00:00:11.550 \longrightarrow 00:00:12.720$  and then she'll be stepping off.
- 7 00:00:12.720 --> 00:00:13.830 And Claire is with me,
- $8\ 00:00:13.830 \longrightarrow 00:00:16.500$  but she may need to step away for a few minutes.
- 9 00:00:16.500 --> 00:00:19.860 The purpose of this is to answer any questions you have,
- 10 00:00:19.860 --> 00:00:23.010 to tell you a little bit about the program,
- $11\ 00:00:23.010 --> 00:00:26.340$  and then really just try to prepare you
- $12\ 00:00:26.340 --> 00:00:28.560$  for making your own decisions.
- $13\ 00:00:28.560 \longrightarrow 00:00:31.140$  We're taping this because there will be people
- $14\ 00:00:31.140 \longrightarrow 00:00:33.360$  that will wanna see this after today,
- $15\ 00:00:33.360 \longrightarrow 00:00:36.630$  and obviously, we're doing an onsite information session in,
- 16 00:00:36.630 --> 00:00:38.160 I think, a little more than a week, right?
- $17\ 00:00:38.160 --> 00:00:42.060$  I think it's next week, next Thursday or something, or next-
- 18 00:00:42.060 --> 00:00:44.790 <v -> Yes, March 30th, yes.</v> <v -> March 30th, good.</v>
- $19\ 00:00:44.790 \longrightarrow 00:00:46.390$  So that's just a little bit off.
- $20\ 00:00:48.390 --> 00:00:52.680$  You know, when I took this program over 12 years ago now,
- $21\ 00:00:52.680 \longrightarrow 00:00:55.620$  I really would not have ever been able
- $22\ 00:00:55.620 \longrightarrow 00:00:56.910$  to say to you at that time
- $23~00{:}00{:}56.910 \dashrightarrow 00{:}00{:}58.610$  that we had the best health care management program
- 24 00:00:58.610 --> 00:00:59.443 in the country,

- $25\ 00:00:59.443 --> 00:01:01.890$  because we were sort of waxing and waning then.
- $26~00:01:01.890 \longrightarrow 00:01:04.650$  There were a lot of things that were up in the air.
- 27 00:01:04.650 --> 00:01:07.050 And I'm not a terribly good salesman,
- $28\ 00:01:07.050 \dashrightarrow 00:01:10.920$  so I don't tend to say things that I think are hyperbole.
- 29 00:01:10.920 --> 00:01:13.500 But in the last four or five years,
- 30 00:01:13.500 --> 00:01:15.090 I've had no problem saying
- $31~00{:}01{:}15.090 \dashrightarrow 00{:}01{:}16.640$  we have the best healthcare management program
- $32\ 00:01:16.640 \longrightarrow 00:01:17.763$  in the country.
- $33\ 00:01:18.715$  --> 00:01:21.960 You know, I graduated from the Wharton School in my MBA,
- $34\ 00{:}01{:}21.960 \dashrightarrow 00{:}01{:}26.430$  so I know what a good MBA healthcare management program is,
- $35\ 00:01:26.430 \longrightarrow 00:01:28.500$  and I'm not comparing us to them.
- $36~00{:}01{:}28.500 \dashrightarrow 00{:}01{:}32.550~I$  think they still have a very good MBA program.
- 37 00:01:32.550 --> 00:01:34.560 I think our MBA/MPH program
- $38\ 00:01:34.560 \longrightarrow 00:01:36.120$  does compare favorably with that.
- $39\ 00:01:36.120 \longrightarrow 00:01:39.085$  I'll tell you a little bit more about that.
- $40~00{:}01{:}39.085 --> 00{:}01{:}43.535$  But when you compare our program to other MPH programs
- 41 00:01:43.535 --> 00:01:46.290 with a healthcare management focus,
- 42 00:01:46.290 --> 00:01:48.870 or to other MHA programs,
- $43~00{:}01{:}48.870 \dashrightarrow 00{:}01{:}51.540~I$  am convinced that we have the best program in the country.
- $44\ 00:01:51.540 \longrightarrow 00:01:55.140$  There are two caveats to that.
- $45~00:01:55.140 \longrightarrow 00:01:58.740$  Our geography may not be the most appealing to everybody,
- $46~00{:}01{:}58.740 \dashrightarrow 00{:}02{:}01.530$  and there are programs that have better financial aid.
- $47\ 00:02:01.530 \longrightarrow 00:02:03.750$  I mean, those are the two caveats to that.

- 48 00:02:03.750 --> 00:02:06.690 And nobody likes me saying that out loud,
- $49\ 00:02:06.690 \longrightarrow 00:02:08.070$  but those are realities.
- 50 00:02:08.070 --> 00:02:10.110 So when you choose our program,
- $51\ 00:02:10.110 \longrightarrow 00:02:12.510$  you're choosing the best program in the country.
- 52~00:02:13.476 --> 00:02:16.800 But I recognize that some of you may choose another program
- $53~00:02:16.800 \longrightarrow 00:02:21.800$  because of financial reasons or because of geography,
- $54\ 00:02:22.290 \longrightarrow 00:02:23.123$  for one reason or another.
- 55 00:02:23.123 --> 00:02:25.440 Gabriel, are you able to hear us now?
- $56~00:02:25.440 \dashrightarrow 00:02:29.373$  Fantastic, good, that's the best news, (laughs) sorry.
- $57\ 00:02:30.660 \dashrightarrow 00:02:33.660$  It's the small things in life that bring me joy, that's all.
- $58\ 00:02:36.330 \longrightarrow 00:02:38.400$  What makes our program special
- $59~00:02:38.400 \dashrightarrow 00:02:42.360$  is this very deep connection to the School of Management.
- 60~00:02:42.360 -->  $00:02:46.080~\mathrm{So}$  we have an exceptional School of Public Health
- 61 00:02:46.080 --> 00:02:48.600 that gives you a core Public Health degree
- $62~00:02:48.600 \dashrightarrow 00:02:52.560$  and the ability to take a almost limitless number
- $63\ 00:02:52.560$  --> 00:02:57.560 of Public Health electives as well as Health care electives
- $64\ 00:02:59.310 \longrightarrow 00:03:02.457$  on Yale University's campus at the Law School
- $65\ 00:03:02.457 \longrightarrow 00:03:06.030$  and in the graduate school, and so on.
- $66\ 00:03:06.030 --> 00:03:07.860$  And then we have this deep connection
- 67 00:03:07.860 --> 00:03:08.940 to the School of Management,
- $68\ 00:03:08.940 \dashrightarrow 00:03:12.150$  where our students take about half of their coursework
- $69\ 00:03:12.150 \longrightarrow 00:03:14.430$  at the School of Management.
- 70~00:03:14.430 --> 00:03:16.710 The required coursework at the School of Management

- $71\ 00:03:16.710 --> 00:03:18.600$  is much less than that, but most of our students
- $72\ 00{:}03{:}18.600 \dashrightarrow 00{:}03{:}21.870$  take considerably more than the minimum requirement
- $73\ 00:03:21.870 \longrightarrow 00:03:23.880$  at the School of Management.
- $74~00{:}03{:}23.880 \dashrightarrow 00{:}03{:}28.050$  Our students come here with a variety of backgrounds.
- 75  $00:03:28.050 \longrightarrow 00:03:30.753$  Some of our students come straight out of college.
- 76 00:03:31.668 --> 00:03:33.437 I can tell you, and Mary knows this,
- $77\ 00:03:33.437 \longrightarrow 00:03:37.470$  'cause we work hand in glove on admissions right now,
- 78  $00:03:37.470 \longrightarrow 00:03:40.170$  that if we admit somebody straight out of college,
- $79\ 00:03:40.170 \longrightarrow 00:03:44.070$  they have exceptional experiences during college,
- 80 00:03:44.070 --> 00:03:46.860 and other attributes that convince me
- $81\ 00:03:46.860 \longrightarrow 00:03:49.020$  that they are head and shoulders
- $82\ 00{:}03{:}49.020 \dashrightarrow 00{:}03{:}53.280$  better than the average candidate for our program.
- 83 00:03:53.280 --> 00:03:55.080 And if you come with work experience,
- $84\ 00{:}03{:}55{.}080 \dashrightarrow 00{:}03{:}58.260$  I would rely much more heavily on your work experience
- $85~00:03:58.260 \ensuremath{\,{--}{>}}\xspace 00:04:01.530$  and your ability to show evidence of leadership
- $86\ 00:04:01.530 \longrightarrow 00:04:03.960$  and understanding of what the field is
- $87\ 00:04:03.960 \longrightarrow 00:04:05.253$  that you're going into.
- $88\ 00:04:06.870 \longrightarrow 00:04:09.240$  We are trying to admit a class right now
- $89\ 00:04:09.240 \longrightarrow 00:04:11.820$  that'll be substantially smaller
- 90 00:04:11.820 --> 00:04:14.290 than the class we're graduating.
- 91 00:04:14.290 --> 00:04:16.080 Mary would like me to have
- 92 00:04:16.080 --> 00:04:18.210 a class of about 30 people, I think.
- 93 00:04:18.210 --> 00:04:20.700 I'm aiming for a little bit smaller than that,
- $94\ 00:04:20.700 \longrightarrow 00:04:24.090$  but it'll probably be somewhere between 20 and 30,
- 95 00:04:24.090 --> 00:04:26.010 if I had to guess right now.

- $96\ 00:04:26.010 \longrightarrow 00:04:28.830$  About four or five years ago for no particular reason,
- $97\ 00:04:28.830 \longrightarrow 00:04:31.650$  we got a class of 14,
- $98\ 00:04:31.650 \longrightarrow 00:04:34.560$  and Claire and I were very happy about that.
- $99\ 00{:}04{:}34.560 \dashrightarrow 00{:}04{:}37.260$  Even if the school might have budgeted differently,
- $100\ 00:04:37.260 \longrightarrow 00:04:38.250$  we were very happy.
- $101\ 00:04:38.250 \longrightarrow 00:04:41.760$  But we aim to be a smaller program
- $102~00{:}04{:}41.760 \dashrightarrow 00{:}04{:}44.550$  than a lot of other healthcare management programs.
- 103 00:04:44.550 --> 00:04:46.290 And Claire and I, I should point out,
- 104 00:04:46.290 --> 00:04:49.200 Claire is my co-director of the program,
- 105 00:04:49.200 --> 00:04:51.090 and we, too, also work hand in glove.
- $106\ 00:04:51.090 --> 00:04:53.130\ I$  work hand in glove with Mary on admissions.
- $107~00{:}04{:}53.130 \dashrightarrow 00{:}04{:}55.800$  I work hand in glove with Claire on everything else
- 108 00:04:55.800 --> 00:04:59.534 related to student affairs, student services,
- 109 00:04:59.534 --> 00:05:01.563 the curriculum, everything.
- $110\ 00:05:03.420 \longrightarrow 00:05:08.280$  We do very well on the admission side,
- $111\ 00:05:08.280 \longrightarrow 00:05:10.470$  we do very well on the placement side.
- 112 00:05:10.470 --> 00:05:13.950 Our students go into a variety of fields.
- 113 00:05:13.950 --> 00:05:16.500 If I had to guess, on average,
- 114 00:05:16.500 --> 00:05:19.410 it works out to about a third of our students
- $115\ 00:05:19.410 \longrightarrow 00:05:22.140$  go into something that looks like consulting.
- $116\ 00:05:22.140 \longrightarrow 00:05:23.730$  About a third of our students
- $117\ 00:05:23.730 --> 00:05:27.360$  go into something that looks like hospital administration
- 118 00:05:27.360 --> 00:05:29.400 or an administrative fellowship,
- $119\ 00:05:29.400 \longrightarrow 00:05:30.540$  and the remaining third
- 120 00:05:30.540 --> 00:05:33.270 go into a wide, wide variety of things,
- $121\ 00{:}05{:}33.270 \dashrightarrow 00{:}05{:}38.270$  running the gamut of entrepreneurship to insurance industry,
- 122 00:05:38.670 --> 00:05:41.583 to life sciences, to NGOs,

- $123\ 00:05:42.420 --> 00:05:45.333$  real global health NGOs, and so on.
- $124\ 00:05:46.770 \longrightarrow 00:05:49.980$  We just do well on all those counts.
- $125\ 00:05:49.980 --> 00:05:54.570$  The program is intense and there are some drawbacks to it.
- 126 00:05:54.570 --> 00:05:56.670 The biggest drawback to the program
- $127\ 00:05:56.670 --> 00:06:00.330$  is that we're a relatively small university.
- $128\ 00:06:00.330 \longrightarrow 00:06:02.610$  And when we say you have to take a course,
- $129\ 00:06:02.610 \longrightarrow 00:06:04.860$  that's when you take a course.
- $130\ 00:06:04.860 --> 00:06:07.170$  There's very little flexibility for that.
- 131 00:06:07.170 --> 00:06:10.177 We can't say to you "If you don't take accounting
- $132\ 00:06:10.177 --> 00:06:13.147$  "on Mondays and Wednesdays when we want you to take it,
- 133 00:06:13.147 --> 00:06:15.487 "you could take it Tuesdays and Thursdays,
- $134\ 00:06:15.487 \longrightarrow 00:06:17.640$  "or you could take it in the afternoon."
- $135\ 00{:}06{:}17.640 \dashrightarrow 00{:}06{:}20.310$  There are a lot of universities that have multiple sections
- $136\ 00:06:20.310 --> 00:06:22.800$  where you could take a class any time you want to.
- $137\ 00{:}06{:}22.800 \dashrightarrow 00{:}06{:}27.800$  For us, the classes are offered very often in specific times
- $138\ 00:06:28.110 \longrightarrow 00:06:30.150$  with very little flexibility.
- $139\ 00{:}06{:}30.150 \dashrightarrow 00{:}06{:}32.460$  And so when you come here, you're accepting the fact
- $140\ 00:06:32.460 \longrightarrow 00:06:35.400$  that there is less flexibility in your curriculum
- $141\ 00:06:35.400 \longrightarrow 00:06:38.130$  than other students in the School of Public Health,
- $142\ 00{:}06{:}38.130 \dashrightarrow 00{:}06{:}40.130$  and certainly other healthcare management students
- $143\ 00:06:40.130 \longrightarrow 00:06:41.673$  in other universities.
- $144\ 00:06:42.720 --> 00:06:46.350$  Once you put that aside, everything else, I think,
- $145\ 00:06:46.350$  --> 00:06:50.460 is at least as good or better than our peer institutions.

- $146\ 00{:}06{:}50.460 --> 00{:}06{:}53.850$  The curriculum covers a sort of mini-MBA curriculum
- $147\,00{:}06{:}53.850 {\:\hbox{--}}\!> 00{:}06{:}56.460$  with accounting and finance, competitive strategy,
- 148 00:06:56.460 --> 00:07:01.460 negotiations, marketing, Capstone course,
- $149\ 00:07:01.749 \longrightarrow 00:07:04.890$  and various innovation courses
- $150\ 00:07:04.890 \longrightarrow 00:07:07.800$  as well as life sciences classes.
- 151 00:07:07.800 --> 00:07:10.680 So we try to give you the full gamut.
- 152 00:07:10.680 --> 00:07:12.120 I don't even think any other program
- $153\ 00:07:12.120 \longrightarrow 00:07:13.860$  comes close to being able to do
- 154 00:07:13.860 --> 00:07:15.420 what we're able to do with that,
- $155\ 00:07:15.420 \longrightarrow 00:07:19.402$  and certainly not at a business school for all of that.
- $156\ 00:07:19.402 --> 00:07:22.650$  We have probably the best co-curricular
- 157 00:07:22.650 --> 00:07:24.720 and extracurricular activities.
- $158\ 00{:}07{:}24.720\ -->\ 00{:}07{:}28.920$  Our co-curricular activities include the HAVEN Free Clinic,
- $159\ 00{:}07{:}28.920$  -->  $00{:}07{:}33.333$  the Healthcare Conference, the Healthcare Case Competition.
- 160 00:07:34.170 --> 00:07:35.490 The Healthcare Conference, by the way,
- $161\ 00:07:35.490 --> 00:07:37.470$  is probably the largest student-run
- $162\ 00:07:37.470 --> 00:07:39.270$  healthcare conference in the country,
- $163\ 00:07:39.270 \longrightarrow 00:07:41.253$  even bigger than Wharton's Conference.
- $164\ 00:07:42.990 \longrightarrow 00:07:44.520$  And there are a lot of
- $165\ 00:07:44.520 \dashrightarrow 00:07:46.680$  other extra curricular activities as well.
- 166 00:07:46.680 --> 00:07:50.070 Our students sometimes are hockey players,
- $167\ 00:07:50.070 \longrightarrow 00:07:52.500$  are soccer players.
- $168\ 00:07:52.500$  --> 00:07:57.000 They're involved in various just social activities.
- $169\ 00:07:57.000 --> 00:07:59.280$  We encourage as much as possible.
- $170\ 00:07:59.280 \longrightarrow 00:08:01.980$  Our students really do bond as a core.
- $171\ 00:08:01.980 \longrightarrow 00:08:04.230$  They get to know each other,
- $172\ 00:08:04.230 --> 00:08:08.010$  and I think it serves us really well for that.

- 173 00:08:08.010 --> 00:08:10.683 And then, finally,
- 174 00:08:12.150 --> 00:08:14.610 I had one more thing I wanted to talk about.
- $175\ 00:08:14.610 \longrightarrow 00:08:15.600$  Maybe not, maybe that's it.
- $176\ 00:08:15.600 \longrightarrow 00:08:17.000$  I'll turn it over to Claire-
- 177 00:08:17.991 --> 00:08:18.996 <v ->Yeah.</v> <v ->To fill in the gaps.</v>
- 178 00:08:18.996 --> 00:08:20.940 <v -> Yeah, I can think of a few things to mention,</v>
- 179 00:08:20.940 --> 00:08:24.810 which is just how valuable and close-knit
- $180\ 00:08:24.810 --> 00:08:28.200$  the alumni community is for HCM.
- 181 00:08:28.200 --> 00:08:31.710 They're a source for us for a lot of support
- $182\ 00{:}08{:}31.710 \dashrightarrow 00{:}08{:}34.140$  for current students to talk about their experiences
- $183\ 00:08:34.140 --> 00:08:36.603$  working in different areas of the industry.
- 184 00:08:37.770 --> 00:08:40.320 And they help us with things like internship
- $185\ 00:08:40.320 \longrightarrow 00:08:42.300$  and full-time job placements.
- $186\ 00:08:42.300 \longrightarrow 00:08:44.763$  They're an incredible loyal bunch.
- $187\ 00:08:46.350 \longrightarrow 00:08:49.260$  They keep in touch with each other as well.
- 188 00:08:49.260 --> 00:08:50.430 I think that's one thing
- $189\ 00{:}08{:}50.430 \dashrightarrow 00{:}08{:}53.830$  that differentiates our program from several others
- $190\ 00:08:55.350 \longrightarrow 00:09:00.350$  in just sort of how our alumni look after the community,
- 191 00:09:01.260  $\rightarrow$  00:09:04.803 the rest of the alumni as well as current students.
- $192~00{:}09{:}06.085 \dashrightarrow 00{:}09{:}09.450$  In addition to some of the extra curricular activities
- $193\ 00:09:09.450 \longrightarrow 00:09:10.380$  that Howie mentioned,
- 194 00:09:10.380 --> 00:09:12.282 I think it's important to also mention,
- 195 00:09:12.282 --> 00:09:13.980 I think a growing number of students,
- $196\ 00:09:13.980 \longrightarrow 00:09:15.757$  they're interested in innovation
- $197\ 00:09:15.757 --> 00:09:18.780$  and new ventures in the healthcare space.
- $198\ 00:09:18.780 --> 00:09:20.460$  And so there's a lot of students

- $199\ 00:09:20.460 \longrightarrow 00:09:25.020$  that are involved in Yale Ventures, which is campus-wide.
- 200 00:09:25.020 --> 00:09:26.250 There's also Tsai CITY,
- 201 00:09:26.250 --> 00:09:29.970 which is mainly focused at Yale College.
- 202 00:09:29.970 --> 00:09:33.630 And there's also, I'm blanking on the name,
- 203 00:09:33.630 --> 00:09:37.080 Innovate Health Yale, which is based at YSPH.
- 204 00:09:37.080 --> 00:09:40.037 So if that is of interest to you as well,
- $205\ 00:09:40.037$  --> 00:09:42.270 there's a lot of students doing that kind of work
- $206\ 00:09:42.270 \longrightarrow 00:09:43.720$  and getting involved in that.
- $207\ 00:09:44.669 --> 00:09:48.390$  In addition, Yale is just a wonderful place, I think,
- $208\ 00:09:48.390 \longrightarrow 00:09:49.500$  to be a grad student,
- $209\ 00:09:49.500$  --> 00:09:54.270 and the New Haven community is really impressive, I think.
- 210 00:09:54.270 --> 00:09:56.070 I have firsthand experience
- 211 00:09:56.070 --> 00:09:59.413 of being a spouse of a grad student for six years.
- 212 00:09:59.413 --> 00:10:01.860 My husband did his PhD at the Econ School.
- $213\ 00:10:01.860 \longrightarrow 00:10:02.940$  So I know what it's like
- $214\ 00:10:02.940 --> 00:10:06.243$  to live with a grad student on campus for a long time.
- $215\ 00:10:07.080 \longrightarrow 00:10:08.830$  And it's really wonderful, I think.
- 216 00:10:11.790 --> 00:10:13.620 You can have amazing pizza.
- 217 00:10:13.620 --> 00:10:17.070 You can go to incredible restaurants.
- $218\ 00:10:17.070$  --> 00:10:20.580 There's live music in town, there's always great theater.
- 219 00:10:20.580 --> 00:10:23.070 There's Yale Cabaret.
- $220\ 00:10:23.070 --> 00:10:26.220$  There's always someone impressive on campus giving a talk.
- 221 00:10:26.220 --> 00:10:30.690 I never really felt the need to leave the city
- $222\ 00:10:30.690 \longrightarrow 00:10:32.670$  to go do other exciting things.
- $223\ 00{:}10{:}32.670 \dashrightarrow 00{:}10{:}34.380$  There was always sort of something happening,

- $224\ 00:10:34.380 --> 00:10:37.710$  especially post-pandemic, we're sort of getting back to
- $225\ 00:10:37.710 \longrightarrow 00:10:40.140$  regular periods of activity on campus.
- 226 00:10:40.140 --> 00:10:43.170 So these are things that I think you should be excited about
- 227 00:10:43.170 --> 00:10:45.870 if you're thinking about becoming a grad student at Yale
- $228\ 00:10:45.870 \longrightarrow 00:10:47.073$  and what that means.
- 229 00:10:48.480 --> 00:10:52.200 <v -> So let me, I did wanna answer one question in advance </v>
- 230 00:10:52.200 --> 00:10:54.570 that has been asked before many times,
- 231 00:10:54.570 --> 00:10:56.790 and it's just useful to put it on tape
- $232\ 00:10:56.790 \longrightarrow 00:10:59.160$  as well as to say it for you.
- $233~00{:}10{:}59.160 \dashrightarrow 00{:}11{:}03.810$  We run this program alongside our BS/MPH students
- 234 00:11:03.810 --> 00:11:08.070 and alongside our MBA/MPH students,
- 235 00:11:08.070 --> 00:11:09.810 so you become part of a cohort
- $236\ 00:11:09.810 \longrightarrow 00:11:12.120$  that includes all of those students.
- 237 00:11:12.120 --> 00:11:14.550 The BS/MPH students are just one of you,
- 238 00:11:14.550 --> 00:11:16.156 the only difference being that
- 239 00:11:16.156 --> 00:11:20.580 they will graduate with their BS and MPH after five years.
- $240\ 00{:}11{:}20.580 \dashrightarrow 00{:}11{:}23.640$  So in many ways, they are still a senior in college
- $241\ 00:11:23.640 \longrightarrow 00:11:24.750$  when they're doing the program.
- 242 00:11:24.750 --> 00:11:26.940 That is a very, very select group.
- 243 00:11:26.940 --> 00:11:28.110 As Mary knows,
- $244\ 00{:}11{:}28.110 \dashrightarrow 00{:}11{:}31.965$  we reject many very highly-qualified candidates for that.
- 245 00:11:31.965 --> 00:11:33.720 You will not be disappointed
- $246\ 00:11:33.720 \longrightarrow 00:11:35.790$  in having those students in the class.
- 247 00:11:35.790 --> 00:11:37.830 And similarly, you will not be disappointed
- 248 00:11:37.830 --> 00:11:39.480 with our joint degree students.

 $249\ 00{:}11{:}39.480 \dashrightarrow 00{:}11{:}42.900$  Our joint degree students fit into three categories.

 $250\ 00{:}11{:}42.900$  -->  $00{:}11{:}46.320$  We have our accelerated dual joint degree students

 $251\ 00{:}11{:}46.320 \dashrightarrow 00{:}11{:}49.080$  who apply simultaneously to the business school

252 00:11:49.080 --> 00:11:51.870 and the School of Public Health,

 $253\ 00:11:51.870 \longrightarrow 00:11:54.660$  and are accepted at both places at once.

 $254\ 00{:}11{:}54.660 \longrightarrow 00{:}11{:}57.690$  And they're able to do the program in two years.

255 00:11:57.690 --> 00:11:59.820 They typically have three or more years

 $256\ 00:11:59.820 \longrightarrow 00:12:02.280$  of work experience after college.

 $257\ 00:12:02.280$  --> 00:12:06.678 They begin the program in July as opposed to late August,

258 00:12:06.678 --> 00:12:09.873 and they finish in 22 months, roughly.

259 00:12:14.098 --> 00:12:15.900 And you will know them very well.

260 00:12:15.900 --> 00:12:17.490 They'll be in many of your classes,

 $261~00{:}12{:}17.490 \dashrightarrow 00{:}12{:}19.950$  and particularly Colloquium.

 $262\ 00:12:19.950 \longrightarrow 00:12:22.620$  And then there are our three-year students

263 00:12:22.620 --> 00:12:26.513 who also apply simultaneously,

 $264\ 00:12:26.513 --> 00:12:30.240$  but they are not necessarily doing it in two years.

 $265\ 00:12:30.240 \longrightarrow 00:12:31.230$  They do it in three years.

 $266\ 00{:}12{:}31.230 \dashrightarrow 00{:}12{:}35.400$  They start same time you do, and they do the HCM curriculum

267 00:12:35.400 --> 00:12:37.320 for the first year with you all,

 $268\ 00:12:37.320 --> 00:12:39.930$  and then they do the MBA curriculum

269 00:12:39.930 --> 00:12:41.610 starting in the second year.

270 00:12:41.610 --> 00:12:43.920 And then there's the third category,

 $271\ 00:12:43.920 \longrightarrow 00:12:47.970$  which are students that come to our program as HCM students,

 $272\ 00:12:47.970 \longrightarrow 00:12:49.740$  and during their first year,

273 00:12:49.740 --> 00:12:53.190 apply to the business school and get accepted.

- $274\ 00:12:53.190 \longrightarrow 00:12:54.450$  They're small in number.
- $275~00{:}12{:}54.450 \dashrightarrow 00{:}12{:}57.630$  They tend to be about one to three people a year.
- $276\ 00:12:57.630 --> 00:13:00.300$  It's very competitive, as you can imagine.
- 277 00:13:00.300 --> 00:13:04.770 But if you qualify to be able to apply to that,
- $278\ 00:13:04.770 \longrightarrow 00:13:07.074$  then we help you with that.
- $279\ 00{:}13{:}07.074 --> 00{:}13{:}11.190$  We generally recommend applying in the second round
- $280\ 00:13:11.190 \longrightarrow 00:13:14.280$  when your grade from the first semester is already in,
- $281\ 00{:}13{:}14.280 \dashrightarrow 00{:}13{:}17.760$  in all courses, and you can demonstrate not just competence,
- 282 00:13:17.760 --> 00:13:19.830 but excellence in coursework,
- $283\ 00:13:19.830 \longrightarrow 00:13:21.750$  both at the School of Public Health
- $284\ 00:13:21.750 \longrightarrow 00:13:23.750$  as well as the School of Management.
- $285\ 00:13:23.750 \longrightarrow 00:13:25.590$  And we have a pretty good track record
- 286 00:13:25.590 --> 00:13:27.870 of students coming through that way.
- 287 00:13:27.870 --> 00:13:31.200 I think we have two in the current, yeah,
- $288\ 00:13:31.200 \longrightarrow 00:13:33.090$  so two made at last year.
- $289\ 00:13:33.090 \dashrightarrow 00:13:35.670$  And for this current class, I don't know if we have any yet,
- $290\ 00:13:35.670 --> 00:13:39.033$  but they'll find out in about two weeks.
- $291\ 00:13:41.010 --> 00:13:42.420$  So let me open it up for questions
- 292 00:13:42.420 --> 00:13:44.100 from all of you right now.
- 293 00:13:44.100 --> 00:13:47.820 <<br/>v ->I'm also gonna place our current colloquium schedule<br/></v>
- $294\ 00:13:47.820 --> 00:13:49.830$  in the chat, so that you can have a look at
- $295~00{:}13{:}49.830 \dashrightarrow > 00{:}13{:}52.830$  what our programming has looked like for the last year.
- 296 00:13:52.830 --> 00:13:55.440  $<\!\!\mathrm{v}$  ->Yeah, no, and we're really proud of this.<br/>  $<\!\!\mathrm{v}\!\!>$
- $297\ 00:13:55.440 --> 00:13:57.060$  This is high-touch.
- 298 00:13:57.060 --> 00:13:59.230 Our students really do get to have

- $299\ 00:14:00.180 \longrightarrow 00:14:04.020$  very visible contact with leaders in healthcare
- $300~00{:}14{:}04.020 \dashrightarrow 00{:}14{:}07.500$  who can form the basis for their own network
- $301\ 00:14:07.500 \longrightarrow 00:14:11.580$  as well as for just helping them think better
- $302\ 00:14:11.580 --> 00:14:14.253$  about what their careers can and should be.
- $303\ 00:14:27.360 \longrightarrow 00:14:28.628 < v \longrightarrow I$  guess I'll go first.</v>
- $304\ 00:14:28.628 --> 00:14:29.880 < v -> Sure$ , go ahead, Jesse. </v>
- 305~00:14:29.880-->00:14:33.207 <v<br/> ->Nice seeing you guys again, Mary, Claire and Howard.</v>
- $306\ 00:14:33.207 --> 00:14:35.520\ I$  first wanna address your two caveats.
- $307\ 00{:}14{:}35.520 {\:{\mbox{--}}\!>}\ 00{:}14{:}38.340$  You said like, I think New Haven's the best location for me,
- 308 00:14:38.340 --> 00:14:40.290 because I live in New York City now.
- 309 00:14:40.290 --> 00:14:42.330 And most of my college friends are here,
- $310\ 00:14:42.330$  --> 00:14:45.390 but my home is Boston, so New Haven's right between the two.
- $311\ 00:14:45.390 \longrightarrow 00:14:46.223 < v \longrightarrow That's great. < / v >$
- $312\ 00:14:46.223 --> 00:14:47.519 < v -> And in terms of financial aid, </v>$
- 313 00:14:47.519 --> 00:14:50.520 I got a great package from Yale, so I can't complain.
- $314\ 00:14:50.520 \longrightarrow 00:14:52.467$  So this is a perfect fit for me.
- 315 00:14:52.467 --> 00:14:55.770 <v ->No, no, look, I'm not gonna ever try to talk somebody</v>
- 316 00:14:55.770 --> 00:14:56.603 out of the program,
- 317 00:14:56.603 --> 00:14:59.970 and I love that you're pitchin' the program, but I-
- $318\ 00:14:59.970 --> 00:15:00.803 < v -> We thank you, Jesse. </v>$
- 319 00:15:00.803 --> 00:15:02.853 <<br/>v ->Right here, right here.<br/></v> <v ->There you go, there you go.</v>
- 320 00:15:02.853 --> 00:15:03.837 And I'm-
- 321 00:15:03.837 --> 00:15:04.670 < v ->Sorry, Mary, you didn't see it there.</v>
- 322 00:15:04.670 --> 00:15:05.910 <--> And I never went to Yale, <-/->  $^{\prime}$
- $323\ 00:15:05.910 \longrightarrow 00:15:08.433$  and I still wear my Yale stuff all the time.

- $324\ 00:15:09.270 \longrightarrow 00:15:10.290$  No, no, I agree with you.
- 325~00:15:10.290 --> 00:15:11.520~I think it's a great place.
- 326 00:15:11.520 --> 00:15:14.470 I do respect people who say to me,
- 327 00:15:14.470 --> 00:15:17.610 "I have a spouse in California, Yale just isn't for me."
- 328~00:15:17.610 -->  $00:15:21.100~\mathrm{I}$  get that; that's not, you know, I can't change that
- 329 00:15:21.100 --> 00:15:24.653 <-> Yeah, so my question is like, let we talk about this,</v>
- 330 00:15:24.653 --> 00:15:27.445 I have undergraduate business degree from Georgetown.
- 331 00:15:27.445 --> 00:15:29.583 I'm really strongly considering MBA.
- 332 00:15:30.420 --> 00:15:33.060 I would love to apply for an MBA at Yale,
- $333\ 00:15:33.060 \longrightarrow 00:15:34.440$  maybe do a three-year program.
- 334 00:15:34.440 --> 00:15:38.670 But do you also think us HCM students,
- $335\ 00:15:38.670 --> 00:15:40.453$  do we need an MBA to be like-
- $336\ 00:15:40.453 \longrightarrow 00:15:43.350 < v \longrightarrow Yeah$ , it's a great question.
- $337\ 00:15:43.350 \longrightarrow 00:15:45.210$  First of all, let me just say
- $338\ 00:15:45.210 --> 00:15:48.330$  applying for the MBA means having a standardized test.
- $339\ 00:15:48.330 \longrightarrow 00:15:50.378$  So I don't remember for you, Jesse-
- $340\ 00:15:50.378 --> 00:15:51.446 < v -> I have one, yeah. </v>$
- 341 00:15:51.446 --> 00:15:52.279 <v -> Yeah, I didn't remember.</v>
- 342 00:15:52.279 --> 00:15:53.610 A lot of you that did this year.
- $343\ 00:15:53.610 --> 00:15:55.500\ I$  was actually surprised by how many students
- $344\ 00:15:55.500 \longrightarrow 00:15:57.150$  came in with a standardized test,
- 345 00:15:57.150 --> 00:15:59.610 'cause we don't require it.
- $346\ 00{:}15{:}59.610 \dashrightarrow 00{:}16{:}02.880$  So that's the first thing that's a hurdle for some people.
- 347 00:16:02.880 --> 00:16:03.840 Do you need it?
- $348\ 00:16:03.840 \longrightarrow 00:16:05.490$  No, absolutely not.
- $349\ 00:16:05.490 \longrightarrow 00:16:08.430$  We have so much success with students
- $350\ 00:16:08.430 \longrightarrow 00:16:10.800$  that have never had an MBA.

- 351 00:16:10.800 --> 00:16:14.880 But do a few people ask about it,
- 352 00:16:14.880 --> 00:16:17.520 particularly three, four years out?
- $353\ 00:16:17.520 \longrightarrow 00:16:18.903$  A few people do.
- $354~00:16:19.890 \longrightarrow 00:16:23.460$  And people do occasionally go back and get the MBA.
- 355~00:16:23.460 --> 00:16:26.760 I can give you a very short list, but it's still a list,
- $356\ 00:16:26.760 \longrightarrow 00:16:29.190$  and every one of those people I respect.
- 357~00:16:29.190 --> 00:16:30.900 It's not like I look at them
- $358\ 00:16:30.900 --> 00:16:34.950$  and I think they weren't terribly good to begin with.
- $359\ 00:16:34.950 \longrightarrow 00:16:37.350$  They needed an MBA, absolutely not.
- $360\ 00{:}16{:}37.350$  -->  $00{:}16{:}42.350$  They basically felt like they were possibly hitting a roof,
- $361\ 00{:}16{:}43.230 \dashrightarrow 00{:}16{:}46.920$  a ceiling, and thought that, in their job, it could help.
- $362\ 00{:}16{:}46.920 \dashrightarrow 00{:}16{:}50.280$  There's sometimes people do the MBA to pivot.
- $363\ 00:16:50.280 \longrightarrow 00:16:51.420$  That, I get as well.
- 364 00:16:51.420 --> 00:16:53.430 If you've graduated the MPH program,
- $365\ 00:16:53.430 \longrightarrow 00:16:55.830$  you spend the next five years
- 366 00:16:55.830 --> 00:16:57.720 working in hospital administration,
- 367 00:16:57.720 --> 00:16:59.400 and all of a sudden, you feel like, you know,
- 368 00:16:59.400 --> 00:17:02.070 I really wanna go into life sciences,
- $369\ 00:17:02.070 \longrightarrow 00:17:04.173$  an MBA can be useful for a pivot.
- $370\ 00:17:05.850 --> 00:17:09.000$  To do the MBA as part of the curriculum
- $371\ 00{:}17{:}09.000 \dashrightarrow 00{:}17{:}13.683$  is a very compelling story, 'cause it's one extra year.
- $372\ 00:17:15.240 \longrightarrow 00:17:20.240$  It is the ability to develop a stronger network.
- $373\ 00:17:21.750 \longrightarrow 00:17:23.493$  You'll meet other people.
- $374\ 00:17:25.290 \longrightarrow 00:17:26.520$  So I'm not gonna talk you out of it.
- $375\ 00:17:26.520 --> 00:17:30.750$  To do one extra year, I think, for many people makes sense.

- $376\ 00:17:30.750 \longrightarrow 00:17:33.870$  But Claire and I both have a long list
- $377\ 00:17:33.870 \longrightarrow 00:17:36.480$  of incredibly accomplished students
- $378\ 00:17:36.480 \longrightarrow 00:17:38.400$  who have not done the MBA,
- $379\ 00:17:38.400 \longrightarrow 00:17:41.010$  who are now far out in their careers.
- 380 00:17:41.010 --> 00:17:43.980 Our Chief Operating Officer of Yale New Haven Health Systems
- $381\ 00:17:43.980 \longrightarrow 00:17:45.360$  is a graduate of our program.
- $382\ 00:17:45.360 \longrightarrow 00:17:47.133$  She does not have an MBA.
- $383\ 00:17:48.251 \longrightarrow 00:17:50.190$  But there are people that do.
- 384 00:17:50.190 --> 00:17:52.643 I mean, if you look at the colloquium list
- $385\ 00:17:55.868 --> 00:18:00.868$  that Claire just shared with you, if you go down that list,
- 386 00:18:01.110 --> 00:18:05.040 you go all the way down to September 22nd,
- 387 00:18:05.040 --> 00:18:08.550 Gina Calder did our program in 2008,
- $388\ 00:18:08.550 \longrightarrow 00:18:10.590$  and came back and did the MBA with me
- 389 00:18:10.590 --> 00:18:13.680 through the Executive program in 2022.
- 390 00:18:13.680 --> 00:18:15.300 But then you go down just a little bit,
- $391\ 00:18:15.300 \longrightarrow 00:18:19.230$  and then Courtney did the accelerated program.
- $392\ 00:18:19.230 \dashrightarrow 00:18:22.080$  October 13th, Courtney did the accelerated program.
- 393 00:18:22.080 --> 00:18:26.130 David Sr., only the MPH from our program,
- 394 00:18:26.130 --> 00:18:28.530 never did the MBA, never regretted it.
- $395~00:18:28.530 \longrightarrow 00:18:31.740$  And then Pamela Sutton Wallace never did the MBA,
- $396\ 00:18:31.740 --> 00:18:32.610$  never regretted it.
- $397\ 00:18:32.610 \longrightarrow 00:18:35.190$  She's a graduate of our program in '97.
- $398\ 00:18:35.190 \longrightarrow 00:18:38.254$  So even there, just looking at those bios
- $399\ 00:18:38.254 \longrightarrow 00:18:42.540$  can give you a pretty good idea of we do well either way.
- 400 00:18:42.540 --> 00:18:44.717 And I would not try to talk you into,
- 401 00:18:44.717 --> 00:18:47.151 and I would not try to talk you out of
- $402\ 00:18:47.151 \longrightarrow 00:18:50.013$  consideration of the three-year program.

- 403 00:18:51.630 --> 00:18:53.197 <v ->Thank you, Howie.</v> <v ->Sure.</v>
- 404 00:18:57.990 --> 00:18:58.823 Anybody else?
- $405~00{:}18{:}58.823 \dashrightarrow 00{:}19{:}01.830$  I mean, we make this as short or as long as you want.
- $406\ 00:19:01.830 \longrightarrow 00:19:03.150\ I\ don't\ wanna\ keep\ you,$
- $407\ 00:19:03.150 \longrightarrow 00:19:06.230$  and all of you are welcome to reach out to us.
- 408 00:19:06.230 --> 00:19:07.950 Or I know, I think Jesse told us
- $409\ 00:19:07.950 --> 00:19:11.550$  he's gonna come to our in-person session.
- 410 00:19:11.550 --> 00:19:13.890 Are Gabriel, Michelle coming?
- 411 00:19:13.890 --> 00:19:16.623 Oh, let me let in whoever that is, okay.
- 412 00:19:17.820 --> 00:19:20.910 Gabriel or Michelle, are you coming to either?
- 413 00:19:20.910 --> 00:19:21.750 You are?
- $414\ 00:19:21.750 \longrightarrow 00:19:23.698 < v \rightarrow Is this the one in two weeks? < / v > Is this the one in two weeks? < / v > Is this the one in two weeks?$
- $415\ 00:19:23.698 \longrightarrow 00:19:25.747 < v \rightarrow In like a week and a half, yeah. < / v > 10 like a week and a half, yeah.$
- $416\ 00:19:25.747 \longrightarrow 00:19:27.690 < v \longrightarrow Oh$ , yeah, I will be there, yes. </v>
- 417 00:19:27.690 --> 00:19:29.520 <v ->Good, good, it'll be fun to see you all.</v>
- $418\ 00:19:29.520$  --> 00:19:33.120 And we'd love to get an idea of how many people are coming
- $419\ 00{:}19{:}33.120 \dashrightarrow 00{:}19{:}35.970$  because, and maybe this is enough already for us
- $420~00{:}19{:}35.970 \dashrightarrow 00{:}19{:}40.860$  to pull the cord, but Claire and I are talking about
- $421\ 00:19:40.860 \longrightarrow 00:19:41.910$  whether it might be useful
- $422\ 00{:}19{:}41.910 \dashrightarrow 00{:}19{:}44.130$  to set up a little tour of the School of Management
- $423\ 00:19:44.130 \longrightarrow 00:19:46.980$  for you all, and maybe we'll do that.
- $424\ 00{:}19{:}46.980 \dashrightarrow 00{:}19{:}50.010$  If you guys want it, maybe that's enough reason to do it
- $425\ 00:19:50.010 \longrightarrow 00:19:52.440$  even if we just have four or five people.
- 426 00:19:52.440 --> 00:19:54.870 <v ->I can get you that number tomorrow.</v>
- $427\ 00:19:54.870 --> 00:19:56.079 < v -> Thank you. </v> < v -> Yeah. </v>$

- $428\ 00:19:56.079 --> 00:19:57.930$  That would be really nice if you could do that.
- $429\ 00{:}19{:}57.930 \dashrightarrow 00{:}20{:}01.710$  You know, we're ending the day at Mory's, so may be,
- $430\ 00:20:01.710 \longrightarrow 00:20:03.390$  we can talk about timing.
- 431 00:20:03.390 --> 00:20:04.920 < v ->Yeah, we'll figure, that's a great idea,</v>
- 432 00:20:04.920 --> 00:20:06.180 'cause I'd like to do that.
- $433\ 00{:}20{:}06.180 --> 00{:}20{:}09.030$ I wanna make sure it's as useful, it's not, you know,
- $434\ 00:20:09.030 \longrightarrow 00:20:10.950$  for Jesse, he's already committed to us,
- 435 00:20:10.950 --> 00:20:14.130 but I don't wanna sell it to you so much.
- $436\ 00:20:14.130 \longrightarrow 00:20:16.230\ I$  want you to know the whole gamut.
- $437\ 00{:}20{:}16.230 \dashrightarrow 00{:}20{:}20.340$  And School of Management is a beautiful building,
- $438\ 00:20:20.340 \dashrightarrow 00:20:23.250$  and it's not just a beautiful building on the outside.
- 439 00:20:23.250 --> 00:20:24.930 It's a beautiful building on the inside,
- $440\ 00:20:24.930 \longrightarrow 00:20:26.610$  and the people inside of it are beautiful.
- 441 00:20:26.610 --> 00:20:29.010 I mean, it's just a nice school.
- 442 00:20:29.010 --> 00:20:30.390 There's a lot of good things about it.
- 443 00:20:30.390 --> 00:20:32.313 It's not your typical business school.
- $444\ 00:20:34.410 \longrightarrow 00:20:35.550\ Idrissa,\ I\ don't\ know$
- 445 00:20:35.550 --> 00:20:37.080 if I'm pronouncing your name correctly,
- $446\ 00:20:37.080 \longrightarrow 00:20:39.630$  but we sort of summarized a lot of stuff
- $447\ 00{:}20{:}39.630 {\: \hbox{--}}{>}\ 00{:}20{:}41.550$  in the earlier time, but I still wanna make sure
- $448\ 00:20:41.550 \longrightarrow 00:20:43.700$  that we answer any questions that you have.
- 449 00:20:48.015 --> 00:20:51.150 <<br/>v Idrissa>Yeah, yeah, you pronounced it right, thank you.</br/>/v>
- $450\ 00:20:51.150 --> 00:20:53.010 < v -> Sure$ , can you put your camera on?</v>
- $451\ 00:20:53.010 \longrightarrow 00:20:54.760$  Or is it not possible at this time?
- 452 00:20:55.784 --> 00:20:57.930 <v Idrissa>I'm actually in transit,</v>
- 453 00:20:57.930 --> 00:21:00.060 which makes it a little bit complicated,

- 454~00:21:00.060 --> 00:21:02.172 so sorry about that, yeah.  $<\!\!\mathrm{v}$  ->All right, no problem.  $<\!\!\mathrm{v}\!\!>$
- $455\ 00{:}21{:}02.172 \dashrightarrow 00{:}21{:}04.470$  We're here to answer your questions if you have them.
- $456\ 00:21:04.470 \longrightarrow 00:21:06.060$  We're sort of at the end right now,
- $457\ 00{:}21{:}06.060 \dashrightarrow 00{:}21{:}09.180$  so I just wanna make sure we are able to satisfy
- $458\ 00:21:09.180 \longrightarrow 00:21:11.103$  whatever you came here for.
- $459\ 00:21:11.970 \longrightarrow 00:21:12.930$  Yes, go ahead.
- 460~00:21:12.930 --> 00:21:13.920 < v -> Yeah, I had a quick question. < / v >
- $461\ 00:21:13.920 \longrightarrow 00:21:17.880$  So I am very unfamiliar with the East Coast.
- 462 00:21:17.880 --> 00:21:19.050 I'm coming from Colorado,
- $463\ 00:21:19.050 \longrightarrow 00:21:22.893$  so it's like a totally different world for me.
- 464 00:21:24.420 --> 00:21:26.670 So I know you mentioned in the beginning,
- $465\ 00:21:26.670 --> 00:21:30.000$  you were talking about that we will be sharing
- 466 00:21:30.000 --> 00:21:32.640 with the accelerated students with the MBA,
- $467\ 00{:}21{:}32.640 \dashrightarrow 00{:}21{:}36.810$  I believe, MPH students as well, so we're starting together.
- $468~00{:}21{:}36.810 \dashrightarrow 00{:}21{:}39.720~\mathrm{I}$  guess my question is for the MPH program by itself
- $469\ 00{:}21{:}39.720 \dashrightarrow 00{:}21{:}43.260$  as a standstill, how many people are in this class,
- 470 00:21:43.260 --> 00:21:44.093 or how many people
- $471\ 00:21:44.093 -> 00:21:46.534$  at least were offered admission to this class?
- 472 00:21:46.534 --> 00:21:47.367 I don't know if you can comment-
- 473 00:21:47.367 --> 00:21:49.800 <v -> To which, the HCM or to the whole MPH?</v>
- $474\ 00:21:49.800 \longrightarrow 00:21:51.107 < v \longrightarrow Just to the HCM's.</v>$
- 475 00:21:51.107 --> 00:21:54.720 <v -> Oh, to the HCM, our goal is to be between 20 and 30, </v>
- $476\ 00:21:54.720 \longrightarrow 00:21:57.870$  and it will not surprise me with either extreme.
- 477 00:21:57.870 --> 00:22:00.420 It would surprise me if we have less than 20,
- 478 00:22:00.420 --> 00:22:03.243 but I wouldn't be upset by it necessarily.

- 479 00:22:05.205 --> 00:22:07.980 I will say this, and Claire and Mary
- $480\ 00:22:07.980 \longrightarrow 00:22:09.660$  have heard me say this before.
- 481 00:22:09.660 --> 00:22:12.661 I have raised the standard substantially this year
- $482\ 00:22:12.661 --> 00:22:16.350$  because the applicant pool has gotten bigger and richer.
- $483\ 00{:}22{:}16.350 \dashrightarrow 00{:}22{:}19.080$  I mean, and not richer with money, unfortunately,
- $484\ 00{:}22{:}19.080 \dashrightarrow 00{:}22{:}23.283$  but richer in terms of talent and school experience.
- $485\ 00:22:26.820 \longrightarrow 00:22:27.660 < v \longrightarrow I \ did \ have a \ question. </v>$
- $486\ 00{:}22{:}27.660 \dashrightarrow 00{:}22{:}30.420$  You know, I did reach out into the Yale Veterans Network.
- 487 00:22:30.420 --> 00:22:31.800 I know that that was one thing
- $488\ 00:22:31.800 \longrightarrow 00:22:33.720$  that kind of drove me to applying to Yale.
- $489\ 00{:}22{:}33.720 \dashrightarrow 00{:}22{:}36.930$  You guys have a pretty robust veterans network
- $490\ 00:22:36.930 \longrightarrow 00:22:37.972$  in addition to resources,
- $491\ 00:22:37.972 \longrightarrow 00:22:40.924$  and you guys have a local
- $492\ 00{:}22{:}40{.}924 \dashrightarrow 00{:}22{:}44{.}426$  Veteran Administration Hospital just close by.
- 493 00:22:44.426 --> 00:22:46.590 But I think that was one thing
- 494 00:22:46.590 --> 00:22:47.790 that kind of drove me to applying
- $495\ 00:22:47.790 --> 00:22:50.010$  was I just wanted to feel that sense of community again.
- 496 00:22:50.010 --> 00:22:51.810 I am military, I'm Air Force,
- $497~00{:}22{:}51.810 \dashrightarrow 00{:}22{:}54.540$  and I didn't know kind of what I was getting myself into,
- $498\ 00:22:54.540 \longrightarrow 00:22:55.566$  but once I started researching
- $499~00{:}22{:}55.566 \dashrightarrow 00{:}22{:}57.990$  that Yale kind of had a really great support system
- $500~00{:}22{:}57.990 \dashrightarrow 00{:}23{:}00.060$  put in place, I think that was one of the reasons
- $501\ 00{:}23{:}00.060 \dashrightarrow 00{:}23{:}04.023$  for me at least applying and seeing what could happen.

- 502 00:23:05.370 --> 00:23:07.800 And can you just speak a little bit on that,
- 503 00:23:07.800 --> 00:23:08.790 the Yale Veteran Network?
- $504\ 00:23:08.790 --> 00:23:11.640\ I$  did reach out to, I believe his name was Rod,
- 505 00:23:11.640 --> 00:23:14.277 correct me if I'm wrong?  $<\!\!\mathrm{v}$ ->Yeah, Rodrigo, yes.<br/> $<\!\!\mathrm{v}\!\!>$
- 506 00:23:14.277 --> 00:23:16.290 <v -> But I just didn't know if you guys </v>
- 507 00:23:16.290 --> 00:23:18.390 had any more information on how that's like
- 508 00:23:18.390 --> 00:23:20.880 or what that's like for the student perspective.
- 509 00:23:20.880 --> 00:23:23.790 < v ->Yeah, I mean, so I can't speak enough,</v>
- 510 00:23:23.790 --> 00:23:25.080 but I can tell you, first of all,
- $511\ 00{:}23{:}25.080 {\:\hbox{--}}\!> 00{:}23{:}27.770$  that one of my earliest speakers for this coming year
- 512 00:23:27.770 --> 00:23:30.540 is the Undersecretary for Health for the VA.
- 513 00:23:30.540 --> 00:23:33.390 She's coming in early September,
- 514 00:23:33.390 --> 00:23:35.100 and she is one of my favorite people.
- $515\ 00:23:35.100 --> 00:23:37.860$  She's been a mentor to me for over 20 years.
- $516\ 00:23:37.860 \longrightarrow 00:23:40.410$  So even without thinking about you personally,
- $517\ 00{:}23{:}40.410 \dashrightarrow 00{:}23{:}43.923$  we have the VA upfront this year for Colloquium.
- 518 00:23:44.966 --> 00:23:49.966 I can tell you that, so another example,
- 519 00:23:50.700 --> 00:23:53.160 she's actually active reservist right now.
- 520 00:23:53.160 --> 00:23:56.070 But my TF for my undergraduate class
- $521\ 00:23:56.070 --> 00:23:57.720$  is a second year law student
- $522\ 00:23:57.720 --> 00:24:00.630$  who is an active reservist in the Air Force
- 523 00:24:00.630 --> 00:24:03.256 and served, I think, for either six or nine years
- $524\ 00:24:03.256$  --> 00:24:08.256 in the Air Force actively before she entered school now.
- 525 00:24:08.820 --> 00:24:10.320 And she's based out of Florida,
- $526~00{:}24{:}10.320 \dashrightarrow 00{:}24{:}13.080$  so that's where she goes back for her reserve activity.

- $527\ 00:24:13.080 \longrightarrow 00:24:15.720$  So there are people across the campus.
- 52800:24:15.720 --> 00:24:18.600 School of Management has School of Public Health.
- 529 00:24:18.600 --> 00:24:19.800 School of Law.
- 530 00:24:19.800 --> 00:24:22.830 Yale is a pretty good community.
- 531 00:24:22.830 --> 00:24:24.480 And then the VA, as you said,
- $532\ 00:24:24.480 --> 00:24:26.768$  there's a shuttle bus that takes you to the VA.
- $533\ 00:24:26.768 --> 00:24:29.640$  So even though it is about seven miles away
- $534\ 00:24:29.640 \longrightarrow 00:24:32.970$  as the crow flies, it's even closer
- $535\ 00:24:32.970 \longrightarrow 00:24:34.350$  because we have a little shuttle bus
- $536~00{:}24{:}34{.}350 \dashrightarrow 00{:}24{:}36{.}450$  that just goes there from the School of Medicine,
- $537\ 00:24:36.450 --> 00:24:37.427$  which is really right next door
- 538 00:24:37.427 --> 00:24:39.093 to the School of Public Health.
- 539 00:24:40.230 --> 00:24:42.450 <v -> Yeah, Howie, it's also worth mentioning, I think,</v>
- $540~00{:}24{:}42.450 {\: -->\:} 00{:}24{:}45.360$  that students regularly do practicum placements
- $541\ 00:24:45.360 \longrightarrow 00:24:47.400$  at the VA and also internships.
- $542\ 00:24:47.400 \longrightarrow 00:24:50.368$  So there's a network there
- 543~00:24:50.368 --> 00:24:52.860 that students regularly take advantage of
- $544~00{:}24{:}52.860 \rightarrow 00{:}24{:}56.130$  to have opportunities to get involved with the VA,
- $545\ 00:24:56.130 \longrightarrow 00:24:57.983$  and research as well.
- $546\ 00:24:57.983 \longrightarrow 00:24:59.657$  There's lots of research in there, too.
- 547~00:24:59.657 --> 00:25:01.110 < v -> That's very good to know. </v>
- 548~00:25:01.110 --> 00:25:02.970 No, I've always been a non-traditional student myself,
- 549 00:25:02.970 --> 00:25:06.090 so I am actually transferring from the Denver VA
- 550~00:25:06.090 --> 00:25:07.140 over to the New Haven VA.
- $551~00{:}25{:}07.140 \dashrightarrow 00{:}25{:}09.150$  I'm a registered nurse, that's my profession right now.

- $552\ 00:25:09.150 --> 00:25:10.598 < v -> Oh, yeah, now I remember you. < / v >$
- 553 00:25:10.598 --> 00:25:13.950 <v -> Yeah, I'm currently working as a nurse at the VA,</v>
- $554~00{:}25{:}13.950 \dashrightarrow 00{:}25{:}16.080$  but I'm also an active reservist as well in the Air Force.
- $555~00{:}25{:}16.080 \dashrightarrow 00{:}25{:}18.840$  So it's kinda like I will be still holding onto that
- $556\ 00:25:18.840 \longrightarrow 00:25:19.950$  and doing as much as I can.
- 557~00:25:19.950 --> 00:25:22.470 I did see on your Frequently Asked Questions page
- 558 00:25:22.470 --> 00:25:24.360 that typical students will work about
- $559\ 00:25:24.360 \longrightarrow 00:25:27.720$  one 12-hour shift a week on average.
- $560\ 00:25:27.720 --> 00:25:30.480\ I\ didn't\ know\ if\ that\ was\ just\ an\ average$
- $561\ 00:25:30.480 \longrightarrow 00:25:31.505$  or just an estimate.
- 562 00:25:31.505 --> 00:25:34.770 'Cause I will be planning on working part-time
- $563\ 00:25:34.770 \longrightarrow 00:25:36.390$  in both facets.
- $564\ 00:25:36.390 \longrightarrow 00:25:37.740 < v > We've had the full gamut. < / v > 00:25:36.390 > 00:25:37.740 < v > 00:25:36.390 > 00:25:37.740 < v > 00:25:36.390 > 00:25:37.740 < v > 00:25:3$
- 565 00:25:37.740 --> 00:25:41.190 Look, we know that if you're working,
- 566 00:25:41.190 --> 00:25:43.110 you have less activities you can do,
- 567 00:25:43.110 --> 00:25:45.150 but that's the reality of life, right?
- $568\ 00:25:45.150 --> 00:25:47.692\ I\ mean,$  every student's different.
- $569\ 00:25:47.692 \longrightarrow 00:25:49.020$  We've had students
- 570 00:25:49.020 --> 00:25:51.540 unfortunately working practically full-time.
- $571\ 00:25:51.540 --> 00:25:56.343$  We are extremely opposed to that if possible.
- $572\ 00:25:57.270 \longrightarrow 00:26:01.410$  We had a student this past year who lost his father,
- 573 00:26:01.410 --> 00:26:04.890 and basically, the father was the person
- 574 00:26:04.890 --> 00:26:06.210 running the family business,
- 575 00:26:06.210 --> 00:26:08.193 and they lost his father suddenly.
- 576 00:26:09.210 --> 00:26:12.210 That was not a good situation,
- $577~00{:}26{:}12.210 \dashrightarrow 00{:}26{:}14.220$  but there was nothing that any body could do for it

- $578\ 00{:}26{:}14.220 \dashrightarrow 00{:}26{:}16.950$  other than to try to accommodate him as much as possible
- $579\ 00:26:16.950 \longrightarrow 00:26:18.423$  and help him along.
- $580\ 00:26:19.321 --> 00:26:24.270$  But 12 hours is very doable, like 12 hours is doable.
- 581 00:26:24.270 --> 00:26:27.519 There's also lots of break times where,
- 582 00:26:27.519 --> 00:26:29.580 if you wanted to, you could do more.
- 583 00:26:29.580 --> 00:26:32.760 You have a nine day, or maybe, yeah,
- $584\ 00:26:32.760 --> 00:26:34.563$  nine-day Thanksgiving break.
- $585\ 00:26:35.520 \longrightarrow 00:26:36.630$  You know, there are people,
- 586 00:26:36.630 --> 00:26:38.700 we've had nurses in the program before.
- 587 00:26:38.700 --> 00:26:41.220 We've had people who do a full 40-hour week
- $588\ 00:26:41.220 \longrightarrow 00:26:42.333$  during break week.
- 589 00:26:43.290 --> 00:26:45.540 And it's sort of what I do,
- $590\ 00{:}26{:}45.540 \dashrightarrow 00{:}26{:}49.170$  as someone who teaches but also practices medicine.
- $591\ 00:26:49.170 --> 00:26:50.700$  Right now we're on Spring Break.
- $592\ 00:26:50.700 --> 00:26:52.710$  I'm doing more ER work this week
- 593 00:26:52.710 --> 00:26:54.180 than I do when I'm teaching.
- 594 00:26:54.180 --> 00:26:55.380 I'm working tomorrow evening.
- $595~00{:}26{:}55{.}380 \dashrightarrow 00{:}26{:}58{.}590~I~don't~work~on~Tuesday~evenings~when~I'm~teaching,$
- $596\ 00:26:58.590 \longrightarrow 00:26:59.640$  but this week is off.
- $597\ 00:26:59.640 --> 00:27:03.060$  So I think you have the right idea about it.
- $598~00{:}27{:}03.060 \rightarrow 00{:}27{:}05.100$  And to the extent that you're able to work with the VA,
- $599~00{:}27{:}05.100 \dashrightarrow 00{:}27{:}08.102$  that would be a wesome, 'cause it's very convenient to here.
- $600~00{:}27{:}08.102 \dashrightarrow 00{:}27{:}12.360$  And I think you'll find that both the clinical community
- $601\ 00:27:12.360 \longrightarrow 00:27:14.340$  as well as the VA,
- $602\ 00:27:14.340 \longrightarrow 00:27:17.553$  the veterans community itself are robust here.
- 603 00:27:23.790 --> 00:27:25.980 <v Idrissa>I apologize if this was</v>

- $604\ 00{:}27{:}25.980 \dashrightarrow 00{:}27{:}28.590$  covered earlier in the session, but I'm wondering,
- $605\ 00:27:28.590 \longrightarrow 00:27:29.790$  I'm interested in getting
- 606 00:27:29.790 --> 00:27:33.750 more research skills and experience.
- $607\ 00:27:33.750 \longrightarrow 00:27:38.430$  Are there many opportunities to kind of conduct research,
- $608\ 00:27:38.430 \longrightarrow 00:27:40.950$  both like by assisting faculty
- $609\ 00{:}27{:}40.950 \dashrightarrow 00{:}27{:}43.980$  and as well as conducting independent research?
- $610\ 00:27:43.980 \longrightarrow 00:27:44.910 < v \longrightarrow So there is.</v>$
- $611\ 00:27:44.910 \longrightarrow 00:27:47.160\ I$  mean, independent research is a little harder.
- $612\ 00:27:47.160 --> 00:27:50.910$  But in terms of joining a group
- $613\ 00:27:50.910 \longrightarrow 00:27:52.440$  is definitely available to you.
- $614\ 00:27:52.440 \longrightarrow 00:27:54.360$  We've had a lot of people that have done that
- $615\ 00:27:54.360 \longrightarrow 00:27:55.950$  in varying types of ways.
- $616\ 00:27:55.950 \longrightarrow 00:27:58.050$  It depends on what your objectives are.
- $617\ 00:27:58.050 \longrightarrow 00:28:01.710$  If the objective is for you to gain skills and only skills,
- 618 00:28:01.710 --> 00:28:02.940 it's sort of easier.
- 619 00:28:02.940 --> 00:28:05.070 If your objective is to do it to make money,
- $620\ 00:28:05.070 \longrightarrow 00:28:06.300$  it's much harder.
- $621\ 00:28:06.300 \longrightarrow 00:28:08.370$  And in between, if the objective is
- $622\ 00:28:08.370 \longrightarrow 00:28:10.050$  to apply to medical school
- $623\ 00{:}28{:}10.050 \dashrightarrow 00{:}28{:}13.080$  or for some other type of program in the future,
- $624\ 00:28:13.080 \longrightarrow 00:28:14.550$  that's generally easy,
- $625~00:28:14.550 \longrightarrow 00:28:16.800$  but you may have to spend a little more time
- 626 00:28:16.800 --> 00:28:19.860 trying to find the exactly right opportunity for you.
- $627~00{:}28{:}19.860 \dashrightarrow 00{:}28{:}22.485$  But we've certainly had a good number of people
- $628\ 00:28:22.485$  --> 00:28:27.483 doing research with a faculty member, both paid and unpaid.

- 629 00:28:29.100 --> 00:28:30.623 <v Idrissa>Okay, got it, thank you.</v>
- 630 00:28:32.100 --> 00:28:33.840 < v ->Yep.</v> < v ->I had a quick question.</v>
- $631~00{:}28{:}33.840 \dashrightarrow 00{:}28{:}36.510$  So I did see, and it wasn't really touched on as much,
- $632\ 00:28:36.510 --> 00:28:38.820$  but there were like concentrations-
- 633 00:28:38.820 --> 00:28:40.800 <v -> Yes.</v> <v -> But no one really,</v>
- $634\,00{:}28{:}40.800\,\text{--}{>}\,00{:}28{:}43.050\,\text{I}$  couldn't find any information on the webpage about.
- $635\ 00:28:43.050 \longrightarrow 00:28:43.883$  Is that optional?
- 636 00:28:43.883 --> 00:28:45.960 Or are those kind of like we do have to pick one
- $637\ 00:28:45.960 \longrightarrow 00:28:46.860$  and kind of < v > Oh, no, no. < / v > Oh
- 638 00:28:46.860 --> 00:28:49.440 <v -> Add that to our plan?</v> <v -> Totally optional.</v>
- 639 00:28:49.440 --> 00:28:52.530 And because our curriculum is so constraining,
- $640\ 00:28:52.530 \longrightarrow 00:28:54.120$  it can be frustrating for students.
- 641 00:28:54.120 --> 00:28:56.580 So I do not sell people on,
- $642\ 00:28:56.580 \longrightarrow 00:28:59.160$  oh, yeah, you can do even two of them.
- $643\ 00:28:59.160 \longrightarrow 00:29:01.440$  We have had students do two of them.
- $644\ 00:29:01.440 \longrightarrow 00:29:02.890$  It's not easy.
- $645~00:29:02.890 \dashrightarrow 00:29:05.880$  There is the Global Health concentration.
- $646\ 00:29:05.880 --> 00:29:09.480$  There is the, I think, the Regulatory Pathway still,
- 647 00:29:09.480 --> 00:29:11.910 although I'm not sure we have it right now.
- 648 00:29:11.910 --> 00:29:16.250 There is definitely the Modeling Pathway,
- $649\ 00:29:16.250 \longrightarrow 00:29:19.200$  and there's at least one more.
- 650 00:29:19.200 --> 00:29:21.453 What's the one more, Claire or Mary?
- 651 00:29:22.290 --> 00:29:23.704 <v ->I think those are the main three I can think of.</v>
- $652\ 00{:}29{:}23.704 \dashrightarrow 00{:}29{:}27.045$  Oh, there's Maternal and Child Health Promotions.
- 653 00:29:27.045 --> 00:29:30.000 <v ->Yes, yeah, so there are, go ahead, Mary.</v>

- 654 00:29:30.000 --> 00:29:31.920 <v ->There's U.S. Health Justice.</v>
- 655 00:29:31.920 --> 00:29:33.750 <v ->Oh, right, that, too.</v> <v ->Is that in Pathway now?</v>
- $656\ 00:29:33.750 \longrightarrow 00:29:35.910\ Okay, good, okay. < v \longrightarrow Yeah, yep. < / v >$
- 657 00:29:35.910 --> 00:29:39.720 <v -> So some of them are harder than others to complete </v>
- $658\ 00:29:39.720 \longrightarrow 00:29:41.970$  because the requirements are pretty narrow.
- $659\ 00:29:41.970 \longrightarrow 00:29:45.360$  And if those requirements coincide with our courses,
- $660~00:29:45.360 \longrightarrow 00:29:48.210$  then you're forced to take their requirements
- 661 00:29:48.210 --> 00:29:49.770 exactly this semester
- $662\ 00:29:49.770 \longrightarrow 00:29:51.747$  because there's no other time to take it.
- 663 00:29:51.747 --> 00:29:53.490 And you may find it like, you know,
- 66400:29:53.490 --> 00:29:56.640 but I really wanted to take Real Estate Finance
- $665\ 00:29:56.640 \longrightarrow 00:29:58.200$  at the School of Management,
- $666\ 00:29:58.200 \longrightarrow 00:30:00.750$  and we want you to take whatever's gonna make you happy.
- $667~00:30:00.750 \dashrightarrow 00:30:04.230$  We have students that have done a, what do they call it?
- 668 00:30:04.230 --> 00:30:05.400 A language something?
- $669\ 00:30:05.400 \longrightarrow 00:30:07.440$  We had a student that did-
- $670\ 00:30:07.440 --> 00:30:09.120 < v -> Yeah, I forget what it was called .</v>$
- 671 00:30:09.120 --> 00:30:10.824 <v -> Like a language immersion, I think, or something-</v>
- $672\ 00:30:10.824 \longrightarrow 00:30:12.027 < v \longrightarrow Yeah$ , like a fellowship </v>
- $673\ 00:30:12.027 \longrightarrow 00:30:14.153$  where you also do language immersion, yeah.
- 674 00:30:14.153 --> 00:30:16.800 < v ->So, I mean, like there's so many different things </v>
- 675 00:30:16.800 --> 00:30:19.920 that you can do, so it's definitely not required.
- $676\ 00:30:19.920 \longrightarrow 00:30:21.660$  People definitely do them.
- $677\ 00:30:21.660 \longrightarrow 00:30:24.150$  People definitely can be frustrated by them.
- $678~00{:}30{:}24.150 \dashrightarrow 00{:}30{:}27.120$  But we are very supportive if you wanna do them.

- 679 00:30:27.120 --> 00:30:30.900 <v ->Yeah, I think it's worth touching on that you can,</v>
- $680\ 00{:}30{:}30{:}900 \dashrightarrow 00{:}30{:}33{:}570$  and students regularly do take advantage of the fact
- $681\ 00:30:33.570 \longrightarrow 00:30:35.580$  that you could do an elective at any school.
- $682\ 00:30:35.580 \longrightarrow 00:30:40.580$  So that might be the Law School.
- $683\ 00{:}30{:}40.980 \dashrightarrow 00{:}30{:}43.830$  School of Management's obviously the most popular option
- $684\ 00:30:43.830 \longrightarrow 00:30:47.400$  for electives, because it's somewhere you get
- $685\ 00:30:47.400 \longrightarrow 00:30:49.470$  preferential treatment over other students
- $686\ 00:30:49.470 \longrightarrow 00:30:52.500$  to take electives, you know?
- $687~00{:}30{:}52.500 --> 00{:}30{:}56.280$  But there's also the Jackson School for Global Affairs.
- $688\ 00:30:56.280 \longrightarrow 00:30:59.040$  There's students that have taken electives
- $689\ 00{:}30{:}59.040 \dashrightarrow 00{:}31{:}03.093$  at the Drama School before at Yale College as well.
- 690 00:31:04.170 --> 00:31:05.190 So, you know-
- 691 00:31:05.190 --> 00:31:07.490 <v -> Didn't we have a student like TF for the Drama School?</v>
- $692\ 00:31:07.490 \longrightarrow 00:31:08.700$  Or did they stop doing that?
- 693 00:31:08.700 --> 00:31:10.473 I forget. <v ->Maybe.</v>
- $694\ 00:31:10.473 --> 00:31:12.390 < v -> I think we had a student last year </v>$
- $695~00:31:12.390 \dashrightarrow 00:31:15.180$  who was TF'ing for a Drama School course,
- $696\ 00:31:15.180 --> 00:31:18.360$  and it was like getting two bangs for the buck.
- 697 00:31:18.360 --> 00:31:19.590 They weren't getting credits,
- 698 00:31:19.590 --> 00:31:21.270 but they were getting the whole experience
- $699\ 00:31:21.270 \longrightarrow 00:31:22.950$  and getting paid for it.
- 700 00:31:22.950 --> 00:31:26.460 < v ->Yeah, there's a lot of opportunities on campus</v>
- $701\ 00:31:26.460 --> 00:31:29.490$  to take very cool courses, so keep that in mind.
- 702 00:31:29.490 --> 00:31:33.420 I think the concentrations,
- $703\ 00:31:33.420 --> 00:31:35.640$  it really depends on what your goal is.

 $704\ 00:31:35.640 \longrightarrow 00:31:39.510$  So just know that it will come with a lot less flexibility

 $705\ 00:31:39.510 \longrightarrow 00:31:41.700$  in terms of other electives that you could take.

706 00:31:41.700 --> 00:31:45.120 But you could still take lots of big course options

 $707\ 00:31:45.120 \longrightarrow 00:31:47.580$  from those other concentrations.

708 00:31:47.580 --> 00:31:50.340 Like if you're interested in policy modeling,

709 00:31:50.340 --> 00:31:54.360 then you can keep taking courses from that concentration

 $710\ 00:31:54.360 \longrightarrow 00:31:57.120$  without earning the concentration fully.

711 00:31:57.120 --> 00:31:58.023 Keep that in mind.

712 00:32:00.722 --> 00:32:03.510 <v ->Oh, hey, everyone, I just wanna say thank for your time.</v>

713 00:32:03.510 --> 00:32:05.187 I head back to work, but- <v ->It's good seeing you.</v>

 $714\ 00:32:05.187 \longrightarrow 00:32:07.530 < v \longrightarrow I'll$  be here next Thursday, so.</v>

715 00:32:07.530 --> 00:32:08.700 < v -> Great to see you, Jesse.</v> < v -> See you then, Jesse.</v>

716 00:32:08.700 --> 00:32:10.710 <v -> Looking forward to seeing you in person.</v>

717 00:32:10.710 --> 00:32:14.220 <v -> Thank you, by e.</v> <v -> All right, anybody else?</v>

718 00:32:14.220 --> 00:32:15.870 Michelle, you've been quiet, but.

719 00:32:21.210 --> 00:32:24.000 <<br/>v ->No, I just kind of just, I prefer kind of just listening,<br/></v>

 $720\ 00:32:24.000 \longrightarrow 00:32:27.060$  and listening to what everyone has to say, really.

721 00:32:27.060 --> 00:32:28.380 < v -> Totally fine, we're happy with it.< / v >

722 00:32:28.380 --> 00:32:29.730 I just wanna make sure you feel like

723 00:32:29.730 --> 00:32:32.103 you can say anything you want any time.

724 00:32:33.690 --> 00:32:36.180 <v ->You can also email Howie and I whenever you feel like.</v>

 $725\ 00:32:36.180 \longrightarrow 00:32:37.683$  We're very accessible.

 $726\ 00:32:39.030 \longrightarrow 00:32:40.320 < v \longrightarrow We$  love the program.

 $727\ 00:32:40.320 \longrightarrow 00:32:42.240$  We're true believers at this point.

728 00:32:42.240 --> 00:32:46.620 And when you're part of this family,

 $729\ 00:32:46.620 \longrightarrow 00:32:47.910$  you're part of this family.

 $730\ 00:32:47.910 \longrightarrow 00:32:49.293$  We treat you like family.

 $731\ 00:32:53.850 \longrightarrow 00:32:55.560$  All right, so I think we'll end it then.

 $732\ 00:32:55.560 \longrightarrow 00:32:58.530$  And for those of you that are able to come next week,

 $733\ 00:32:58.530 \longrightarrow 00:32:59.400$  we look forward to it.

 $734\ 00:32:59.400 --> 00:33:01.830$  And if you're not here, just email us

 $735\ 00:33:01.830 \longrightarrow 00:33:03.960$  or we'll set up a time to talk to you.

 $736\ 00{:}33{:}03.960 \dashrightarrow 00{:}33{:}06.690$  And I look forward to, hopefully, seeing all of you

 $737\ 00:33:06.690 \longrightarrow 00:33:07.923$  in person at some point.

738 00:33:10.380 --> 00:33:11.664 <<br/>v ->Bye, everyone; thank you, Howie and Claire.<br/></v>

739 00:33:11.664 --> 00:33:14.660 <<br/>v ->Thank you.<br/><br/>/v> <v ->Take care, by<br/>e-bye.<br/></v>