

WEBVTT

NOTE duration: "00:59:01.802"

NOTE Confidence: 0.9935857

00:00:03.840 --> 00:00:04.580 In February,

NOTE Confidence: 0.9252865

00:00:05.120 --> 00:00:07.120 we were delighted to learn

NOTE Confidence: 0.9252865

00:00:07.120 --> 00:00:09.460 from president McMenace and provost

NOTE Confidence: 0.9252865

00:00:09.679 --> 00:00:10.179 Strobel

NOTE Confidence: 0.9617484

00:00:10.719 --> 00:00:13.059 that Nancy j Brown, MD,

NOTE Confidence: 0.90564185

00:00:14.495 --> 00:00:16.815 this Jean and David w

NOTE Confidence: 0.90564185

00:00:16.815 --> 00:00:17.315 Wallace,

NOTE Confidence: 0.8389425

00:00:17.855 --> 00:00:18.994 Dean of Medicine,

NOTE Confidence: 0.8502382

00:00:19.614 --> 00:00:20.815 and the c h n

NOTE Confidence: 0.8502382

00:00:20.815 --> 00:00:22.735 h Long Professor of Internal

NOTE Confidence: 0.8502382

00:00:22.735 --> 00:00:23.235 Medicine

NOTE Confidence: 0.91877705

00:00:23.775 --> 00:00:24.675 have been reappointed

NOTE Confidence: 0.9795814

00:00:25.375 --> 00:00:27.135 for a second term as

NOTE Confidence: 0.9795814

00:00:27.135 --> 00:00:28.335 the Dean of the Yale

NOTE Confidence: 0.9795814

00:00:28.335 --> 00:00:29.314 School of Medicine.
NOTE Confidence: 0.8433172

00:00:30.490 --> 00:00:31.790 You supposed to clap, yo.
NOTE Confidence: 0.9669676

00:00:33.290 --> 00:00:33.790 Okay.
NOTE Confidence: 0.9910062

00:00:34.570 --> 00:00:35.870 Thank you, family.
NOTE Confidence: 0.99941206

00:00:36.970 --> 00:00:37.710 The announcement
NOTE Confidence: 0.88692194

00:00:38.250 --> 00:00:38.750 emphasized
NOTE Confidence: 0.98385876

00:00:39.610 --> 00:00:41.950 that, quote, Yale is fortunate
NOTE Confidence: 0.99966043

00:00:42.745 --> 00:00:44.104 to have brought on such
NOTE Confidence: 0.99966043

00:00:44.104 --> 00:00:45.565 a distinguished leader,
NOTE Confidence: 0.9857091

00:00:46.665 --> 00:00:48.905 scientist, and clinician in March
NOTE Confidence: 0.9857091

00:00:48.905 --> 00:00:50.045 of twenty twenty
NOTE Confidence: 0.9606154

00:00:50.745 --> 00:00:52.684 just moments before the onset
NOTE Confidence: 0.9606154

00:00:52.745 --> 00:00:54.765 of a global health crisis,
NOTE Confidence: 0.9606154

00:00:54.824 --> 00:00:55.885 the COVID nineteen
NOTE Confidence: 0.9986811

00:00:56.504 --> 00:00:57.004 pandemic.
NOTE Confidence: 0.9903287

00:00:58.100 --> 00:00:59.640 We are grateful to Nancy's

NOTE Confidence: 0.9903287
00:00:59.780 --> 00:01:01.700 leadership and guidance in helping
NOTE Confidence: 0.9903287
00:01:01.700 --> 00:01:03.560 the school and the university
NOTE Confidence: 0.9903287
00:01:03.700 --> 00:01:05.000 and the medical community
NOTE Confidence: 0.99909365
00:01:05.300 --> 00:01:05.800 navigate
NOTE Confidence: 0.9990039
00:01:06.819 --> 00:01:08.200 this complex time.
NOTE Confidence: 0.9997068
00:01:09.380 --> 00:01:11.625 In this period of change
NOTE Confidence: 0.9997068
00:01:11.625 --> 00:01:12.444 and challenge,
NOTE Confidence: 0.9878236
00:01:13.225 --> 00:01:14.905 Dean Brown has encouraged us
NOTE Confidence: 0.9878236
00:01:14.905 --> 00:01:16.365 to focus on our work,
NOTE Confidence: 0.977014
00:01:16.665 --> 00:01:18.265 to support each other, and
NOTE Confidence: 0.977014
00:01:18.265 --> 00:01:19.564 to act with discipline.
NOTE Confidence: 0.9990503
00:01:19.865 --> 00:01:21.564 And she has reminded us
NOTE Confidence: 0.9872553
00:01:21.865 --> 00:01:23.064 of the resilience of our
NOTE Confidence: 0.9872553
00:01:23.064 --> 00:01:25.069 community and the importance of
NOTE Confidence: 0.9872553
00:01:25.069 --> 00:01:27.410 not just surviving challenging moments,
NOTE Confidence: 0.9992585

00:01:27.950 --> 00:01:29.569 but thriving through them.
NOTE Confidence: 0.9996974

00:01:30.270 --> 00:01:31.630 As she embarks on her
NOTE Confidence: 0.9996974

00:01:31.630 --> 00:01:33.170 second term at Yale,
NOTE Confidence: 0.9916014

00:01:33.709 --> 00:01:35.470 Dean Brown has highlighted the
NOTE Confidence: 0.9916014

00:01:35.470 --> 00:01:36.830 impact of the work we
NOTE Confidence: 0.9916014

00:01:36.830 --> 00:01:37.870 do at the Yale School
NOTE Confidence: 0.9916014

00:01:37.870 --> 00:01:38.530 of Medicine,
NOTE Confidence: 0.9992406

00:01:38.975 --> 00:01:40.435 and she has addressed gaps
NOTE Confidence: 0.9992406

00:01:40.494 --> 00:01:42.755 in knowledge and patient care
NOTE Confidence: 0.9990977

00:01:43.134 --> 00:01:43.954 by diversifying
NOTE Confidence: 0.93321747

00:01:44.255 --> 00:01:46.015 funding for our work with
NOTE Confidence: 0.93321747

00:01:46.015 --> 00:01:48.335 renewed emphasis on development and
NOTE Confidence: 0.93321747

00:01:48.335 --> 00:01:49.395 novel partnerships.
NOTE Confidence: 0.99476063

00:01:50.335 --> 00:01:52.494 She has prioritized support for
NOTE Confidence: 0.99476063

00:01:52.494 --> 00:01:54.115 research and clinical programs,
NOTE Confidence: 0.99885935

00:01:54.720 --> 00:01:56.180 especially for early career

NOTE Confidence: 0.9997888
00:01:56.480 --> 00:01:56.980 professionals.
NOTE Confidence: 0.998952
00:01:58.240 --> 00:01:59.600 Dean Brown has urged us
NOTE Confidence: 0.998952
00:01:59.600 --> 00:02:01.360 to tighten our belts and
NOTE Confidence: 0.998952
00:02:01.360 --> 00:02:02.100 our backbones
NOTE Confidence: 0.927189
00:02:02.800 --> 00:02:03.700 while prioritizing
NOTE Confidence: 0.9599994
00:02:04.160 --> 00:02:06.100 our values and decision making,
NOTE Confidence: 0.9599994
00:02:06.400 --> 00:02:07.940 and Yale School of Medicine
NOTE Confidence: 0.9599994
00:02:08.080 --> 00:02:10.075 remains committed to creating an
NOTE Confidence: 0.9599994
00:02:10.075 --> 00:02:11.855 environment of inclusive excellence
NOTE Confidence: 0.9829942
00:02:12.315 --> 00:02:13.515 where all members of our
NOTE Confidence: 0.9829942
00:02:13.515 --> 00:02:14.815 community can thrive
NOTE Confidence: 0.98567337
00:02:15.115 --> 00:02:16.315 and where we can continue
NOTE Confidence: 0.98567337
00:02:16.315 --> 00:02:17.615 to recruit the best
NOTE Confidence: 0.99973816
00:02:17.995 --> 00:02:19.775 talent in the world.
NOTE Confidence: 0.96474284
00:02:20.715 --> 00:02:22.555 It is always an honor
NOTE Confidence: 0.96474284

00:02:22.555 --> 00:02:24.819 to introduce Dean Brown, but

NOTE Confidence: 0.96474284

00:02:24.819 --> 00:02:27.080 especially now when we need

NOTE Confidence: 0.99838316

00:02:27.459 --> 00:02:29.639 courageous and principled leadership.

NOTE Confidence: 0.9894396

00:02:30.419 --> 00:02:31.700 Are you ready, Dean Brown?

NOTE Confidence: 0.9894396

00:02:31.700 --> 00:02:32.680 I'm ready. Okay.

NOTE Confidence: 0.89518803

00:02:40.555 --> 00:02:41.675 Can you write the next

NOTE Confidence: 0.89518803

00:02:41.675 --> 00:02:43.375 Beyond Sterling Hall, Anne?

NOTE Confidence: 0.9928852

00:02:45.035 --> 00:02:46.155 So thank you. It's really

NOTE Confidence: 0.9928852

00:02:46.155 --> 00:02:47.115 great to be here and

NOTE Confidence: 0.9928852

00:02:47.115 --> 00:02:48.315 to see the room packed

NOTE Confidence: 0.9928852

00:02:48.315 --> 00:02:49.275 at nine o'clock on a

NOTE Confidence: 0.9928852

00:02:49.275 --> 00:02:50.175 Saturday morning.

NOTE Confidence: 0.94173086

00:02:51.355 --> 00:02:52.955 And I am gonna talk

NOTE Confidence: 0.94173086

00:02:53.115 --> 00:02:54.510 I'm gonna present a state

NOTE Confidence: 0.94173086

00:02:54.510 --> 00:02:55.950 of the school, and I'm

NOTE Confidence: 0.94173086

00:02:55.950 --> 00:02:57.470 doing that so I hope

NOTE Confidence: 0.94173086
00:02:57.470 --> 00:02:58.370 you will see
NOTE Confidence: 0.99794704
00:02:58.990 --> 00:03:00.350 how strong we are at
NOTE Confidence: 0.99794704
00:03:00.350 --> 00:03:01.090 this moment,
NOTE Confidence: 0.9446683
00:03:01.550 --> 00:03:03.310 going into a fairly difficult
NOTE Confidence: 0.9446683
00:03:03.310 --> 00:03:04.990 period and also get a
NOTE Confidence: 0.9446683
00:03:04.990 --> 00:03:05.970 sense of
NOTE Confidence: 0.987773
00:03:06.385 --> 00:03:07.205 that the values
NOTE Confidence: 0.98545605
00:03:07.505 --> 00:03:08.865 of the school that you
NOTE Confidence: 0.98545605
00:03:08.865 --> 00:03:11.045 so love are very much
NOTE Confidence: 0.98545605
00:03:11.105 --> 00:03:11.605 intact.
NOTE Confidence: 0.98803174
00:03:13.025 --> 00:03:13.525 So
NOTE Confidence: 0.99230736
00:03:13.985 --> 00:03:15.365 this is our mission statement.
NOTE Confidence: 0.99899787
00:03:15.905 --> 00:03:17.125 We wrote it in
NOTE Confidence: 0.99202925
00:03:17.585 --> 00:03:18.725 twenty twenty,
NOTE Confidence: 0.99968183
00:03:19.880 --> 00:03:21.580 which was an interesting time
NOTE Confidence: 0.9857312

00:03:21.880 --> 00:03:23.480 to do this because we
NOTE Confidence: 0.9857312

00:03:23.480 --> 00:03:23.980 had
NOTE Confidence: 0.97557664

00:03:24.680 --> 00:03:26.360 a number of focus groups
NOTE Confidence: 0.97557664

00:03:26.360 --> 00:03:27.400 by Zoom, and it turned
NOTE Confidence: 0.97557664

00:03:27.400 --> 00:03:28.520 out that Zoom was actually
NOTE Confidence: 0.97557664

00:03:28.520 --> 00:03:29.880 a very good media to
NOTE Confidence: 0.97557664

00:03:29.880 --> 00:03:31.080 do with which to do
NOTE Confidence: 0.97557664

00:03:31.080 --> 00:03:31.580 this.
NOTE Confidence: 0.9558849

00:03:32.245 --> 00:03:34.245 And included not just our
NOTE Confidence: 0.9558849

00:03:34.245 --> 00:03:35.925 students, faculty, and staff, but
NOTE Confidence: 0.9558849

00:03:35.925 --> 00:03:37.525 members of the New Haven
NOTE Confidence: 0.9558849

00:03:37.525 --> 00:03:38.965 community who were very engaged
NOTE Confidence: 0.9558849

00:03:38.965 --> 00:03:39.705 with the school.
NOTE Confidence: 0.9971639

00:03:40.085 --> 00:03:40.565 And,
NOTE Confidence: 0.99296904

00:03:40.885 --> 00:03:42.105 I think it really captures
NOTE Confidence: 0.99296904

00:03:42.165 --> 00:03:43.285 who we are. Yale School

NOTE Confidence: 0.99296904

00:03:43.285 --> 00:03:45.065 of Medicine educates and nurtures

NOTE Confidence: 0.99296904

00:03:45.125 --> 00:03:46.725 creative leaders in medicine and

NOTE Confidence: 0.99296904

00:03:46.725 --> 00:03:47.225 science,

NOTE Confidence: 0.9875408

00:03:47.790 --> 00:03:49.870 promoting curiosity and critical inquiry

NOTE Confidence: 0.9875408

00:03:49.870 --> 00:03:51.710 in an inclusive environment enriched

NOTE Confidence: 0.9875408

00:03:51.710 --> 00:03:52.450 by diversity.

NOTE Confidence: 0.9753912

00:03:54.030 --> 00:03:55.970 This I think this curiosity

NOTE Confidence: 0.9753912

00:03:56.110 --> 00:03:58.050 and critical inquiry really captures

NOTE Confidence: 0.9753912

00:03:58.110 --> 00:03:58.990 the heart of the Yale

NOTE Confidence: 0.9753912

00:03:58.990 --> 00:04:01.150 system and, which I liken

NOTE Confidence: 0.9753912

00:04:01.150 --> 00:04:02.785 to the the liberal arts

NOTE Confidence: 0.9753912

00:04:02.785 --> 00:04:04.305 of a medical education, I

NOTE Confidence: 0.9753912

00:04:04.305 --> 00:04:05.665 think, is, how I think

NOTE Confidence: 0.9753912

00:04:05.665 --> 00:04:06.565 about our system.

NOTE Confidence: 0.9735367

00:04:07.105 --> 00:04:08.725 We advance discovery and innovation

NOTE Confidence: 0.9735367

00:04:08.785 --> 00:04:10.465 fostered by partnerships across the
NOTE Confidence: 0.9735367

00:04:10.465 --> 00:04:12.225 university, our local community, and
NOTE Confidence: 0.9735367

00:04:12.225 --> 00:04:13.025 the world, and I think
NOTE Confidence: 0.9735367

00:04:13.025 --> 00:04:14.245 that's really critical.
NOTE Confidence: 0.99537456

00:04:14.660 --> 00:04:15.860 We sit on a wonderful
NOTE Confidence: 0.99537456

00:04:15.860 --> 00:04:17.220 campus where we can go
NOTE Confidence: 0.99537456

00:04:17.220 --> 00:04:19.140 across campus and engage with
NOTE Confidence: 0.99537456

00:04:19.140 --> 00:04:20.839 our engineers or our,
NOTE Confidence: 0.98227406

00:04:21.460 --> 00:04:21.960 historians,
NOTE Confidence: 0.96578723

00:04:22.260 --> 00:04:23.860 and that's even more important
NOTE Confidence: 0.96578723

00:04:23.860 --> 00:04:25.000 than the current environment.
NOTE Confidence: 0.9800839

00:04:25.620 --> 00:04:26.740 And then we care for
NOTE Confidence: 0.9800839

00:04:26.740 --> 00:04:27.960 our patients with compassion,
NOTE Confidence: 0.9940637

00:04:28.745 --> 00:04:29.945 but also commit to improving
NOTE Confidence: 0.9940637

00:04:29.945 --> 00:04:31.245 the health of all people.
NOTE Confidence: 0.9955532

00:04:32.185 --> 00:04:33.305 So I'm gonna talk first

NOTE Confidence: 0.9955532
00:04:33.305 --> 00:04:34.525 a little bit about leadership.
NOTE Confidence: 0.9927985
00:04:34.904 --> 00:04:36.505 I'm now in my sixth
NOTE Confidence: 0.9927985
00:04:36.505 --> 00:04:37.645 year, and,
NOTE Confidence: 0.9998446
00:04:38.025 --> 00:04:39.385 we have been able to
NOTE Confidence: 0.9998446
00:04:39.385 --> 00:04:40.605 recruit amazing
NOTE Confidence: 0.7765931
00:04:41.950 --> 00:04:42.450 talent.
NOTE Confidence: 0.9025437
00:04:42.910 --> 00:04:44.370 And this is this is
NOTE Confidence: 0.9983065
00:04:45.389 --> 00:04:46.669 a large picture of this
NOTE Confidence: 0.9983065
00:04:46.669 --> 00:04:47.630 is how many departments we
NOTE Confidence: 0.9983065
00:04:47.630 --> 00:04:49.150 have between clinical and basic
NOTE Confidence: 0.9983065
00:04:49.150 --> 00:04:49.650 science.
NOTE Confidence: 0.9811941
00:04:50.110 --> 00:04:52.110 I'll highlight that about twenty
NOTE Confidence: 0.9811941
00:04:52.110 --> 00:04:53.865 five percent of our chairs
NOTE Confidence: 0.9811941
00:04:53.865 --> 00:04:55.305 are currently women. That is
NOTE Confidence: 0.9811941
00:04:55.305 --> 00:04:57.145 an increase from about fifteen
NOTE Confidence: 0.9811941

00:04:57.145 --> 00:04:57.645 percent,
NOTE Confidence: 0.9860992

00:04:58.345 --> 00:04:59.964 and that's simply by selecting
NOTE Confidence: 0.9860992

00:05:00.025 --> 00:05:01.225 the best people for these
NOTE Confidence: 0.9860992

00:05:01.225 --> 00:05:02.345 jobs. And the the three
NOTE Confidence: 0.9860992

00:05:02.345 --> 00:05:03.545 that are highlighted are our
NOTE Confidence: 0.9860992

00:05:03.545 --> 00:05:04.265 most recent,
NOTE Confidence: 0.90791416

00:05:04.825 --> 00:05:05.325 recruits.
NOTE Confidence: 0.82448363

00:05:06.000 --> 00:05:06.980 Puja Khatri,
NOTE Confidence: 0.9950388

00:05:07.600 --> 00:05:08.980 became our chair of neurology
NOTE Confidence: 0.9950388

00:05:09.200 --> 00:05:10.180 in April.
NOTE Confidence: 0.99623394

00:05:11.200 --> 00:05:12.480 She comes to us from
NOTE Confidence: 0.99623394

00:05:12.480 --> 00:05:14.000 University of Cincinnati. She is
NOTE Confidence: 0.99623394

00:05:14.000 --> 00:05:14.500 the
NOTE Confidence: 0.9259054

00:05:14.800 --> 00:05:16.800 director of the National Stroke
NOTE Confidence: 0.9259054

00:05:16.800 --> 00:05:17.300 Net
NOTE Confidence: 0.98297924

00:05:19.995 --> 00:05:20.495 network

NOTE Confidence: 0.872156
00:05:20.795 --> 00:05:21.295 and,
NOTE Confidence: 0.98234487
00:05:22.154 --> 00:05:23.615 really a leader in,
NOTE Confidence: 0.98443747
00:05:24.555 --> 00:05:26.955 bringing together institutions across the
NOTE Confidence: 0.98443747
00:05:26.955 --> 00:05:28.654 country to address,
NOTE Confidence: 0.9825362
00:05:29.355 --> 00:05:31.195 neurologic diseases. And this is
NOTE Confidence: 0.9825362
00:05:31.195 --> 00:05:32.395 at a time when we're
NOTE Confidence: 0.9825362
00:05:32.395 --> 00:05:34.875 investing significantly in neuroscience and
NOTE Confidence: 0.9825362
00:05:34.875 --> 00:05:35.375 in,
NOTE Confidence: 0.98331
00:05:36.160 --> 00:05:38.160 treating neurologic diseases. And so
NOTE Confidence: 0.98331
00:05:38.160 --> 00:05:39.039 we'll talk a little bit
NOTE Confidence: 0.98331
00:05:39.039 --> 00:05:40.020 more about that.
NOTE Confidence: 0.9708551
00:05:40.800 --> 00:05:42.800 Jillian Griffiths, we recruited from
NOTE Confidence: 0.9708551
00:05:42.800 --> 00:05:43.940 University of Cambridge,
NOTE Confidence: 0.9840484
00:05:44.479 --> 00:05:46.000 where she was a an
NOTE Confidence: 0.9840484
00:05:46.000 --> 00:05:47.060 institute director.
NOTE Confidence: 0.98733246

00:05:47.520 --> 00:05:48.319 She's a member of the
NOTE Confidence: 0.98733246

00:05:48.319 --> 00:05:49.759 Royal Society, and we were
NOTE Confidence: 0.98733246

00:05:49.759 --> 00:05:51.279 very fortunate to recruit her
NOTE Confidence: 0.98733246

00:05:51.279 --> 00:05:52.635 as chair of cell biology.
NOTE Confidence: 0.98905754

00:05:53.255 --> 00:05:54.375 Her own work,
NOTE Confidence: 0.99095696

00:05:54.775 --> 00:05:55.975 focuses on the,
NOTE Confidence: 0.9477241

00:05:56.854 --> 00:05:58.135 the cell biology of the
NOTE Confidence: 0.9477241

00:05:58.135 --> 00:05:59.255 t cell, and you can
NOTE Confidence: 0.9477241

00:05:59.255 --> 00:06:00.395 understand and appreciate
NOTE Confidence: 0.9579559

00:06:00.775 --> 00:06:02.695 the synergy between that and
NOTE Confidence: 0.9579559

00:06:02.695 --> 00:06:03.514 our very,
NOTE Confidence: 0.97208935

00:06:04.375 --> 00:06:05.435 strengths in immunobiology.
NOTE Confidence: 0.9218604

00:06:06.550 --> 00:06:07.370 And then Wolfram,
NOTE Confidence: 0.99089795

00:06:08.230 --> 00:06:09.670 Gosling will be joining us
NOTE Confidence: 0.99089795

00:06:09.670 --> 00:06:10.890 as the chair of medicine,
NOTE Confidence: 0.9001137

00:06:11.590 --> 00:06:12.410 in September.

NOTE Confidence: 0.98915386
00:06:12.950 --> 00:06:14.170 And I'm really excited,
NOTE Confidence: 0.9503244
00:06:14.630 --> 00:06:16.170 when you think about the,
NOTE Confidence: 0.999435
00:06:17.430 --> 00:06:17.930 incredible
NOTE Confidence: 0.9930589
00:06:19.595 --> 00:06:20.975 history of that department.
NOTE Confidence: 0.9889118
00:06:21.435 --> 00:06:23.354 Wolfram is currently at Mass
NOTE Confidence: 0.9889118
00:06:23.354 --> 00:06:24.735 General. He is,
NOTE Confidence: 0.9909978
00:06:25.275 --> 00:06:26.794 both an oncologist and a
NOTE Confidence: 0.9909978
00:06:26.794 --> 00:06:27.294 gastroenterologist.
NOTE Confidence: 0.9951669
00:06:28.714 --> 00:06:29.835 He's currently the head of
NOTE Confidence: 0.9951669
00:06:29.835 --> 00:06:30.975 the section of gastroenterology
NOTE Confidence: 0.96801215
00:06:31.354 --> 00:06:32.520 in MGH, but he's also
NOTE Confidence: 0.96801215
00:06:32.520 --> 00:06:33.900 the director of the HST
NOTE Confidence: 0.96801215
00:06:33.960 --> 00:06:35.320 program, the health sciences and
NOTE Confidence: 0.96801215
00:06:35.320 --> 00:06:36.680 technology program, which is a
NOTE Confidence: 0.96801215
00:06:36.680 --> 00:06:38.860 joint Harvard MIT program,
NOTE Confidence: 0.99815863

00:06:39.720 --> 00:06:40.220 and
NOTE Confidence: 0.98371583
00:06:40.520 --> 00:06:41.820 very committed to,
NOTE Confidence: 0.9760679
00:06:42.520 --> 00:06:44.760 education and to faculty development,
NOTE Confidence: 0.9760679
00:06:44.760 --> 00:06:45.640 and I think will be
NOTE Confidence: 0.9760679
00:06:45.640 --> 00:06:47.260 just an outstanding chair.
NOTE Confidence: 0.9578763
00:06:47.895 --> 00:06:49.895 When we did we interviewed
NOTE Confidence: 0.9578763
00:06:49.895 --> 00:06:51.195 people about him,
NOTE Confidence: 0.981617
00:06:51.654 --> 00:06:52.455 they said, I would like
NOTE Confidence: 0.981617
00:06:52.455 --> 00:06:53.415 to say he's a triple
NOTE Confidence: 0.981617
00:06:53.415 --> 00:06:54.375 threat, but he's really a
NOTE Confidence: 0.981617
00:06:54.375 --> 00:06:55.815 quad threat because he's also
NOTE Confidence: 0.981617
00:06:55.815 --> 00:06:56.555 an incredibly,
NOTE Confidence: 0.99527144
00:06:57.415 --> 00:06:59.095 kind and generous human being.
NOTE Confidence: 0.99527144
00:06:59.095 --> 00:06:59.975 So that's the kind of
NOTE Confidence: 0.99527144
00:06:59.975 --> 00:07:01.015 person I think we want
NOTE Confidence: 0.99527144
00:07:01.015 --> 00:07:01.915 as our chairs.

NOTE Confidence: 0.9831392

00:07:02.569 --> 00:07:03.690 And then our deputy deans,

NOTE Confidence: 0.9831392

00:07:03.690 --> 00:07:04.810 I think you'll be hearing

NOTE Confidence: 0.9831392

00:07:04.810 --> 00:07:05.930 from some of these.

NOTE Confidence: 0.9815913

00:07:06.410 --> 00:07:07.370 I I would like to

NOTE Confidence: 0.9815913

00:07:07.370 --> 00:07:08.889 point out Peg McGovern, who's

NOTE Confidence: 0.9815913

00:07:08.889 --> 00:07:10.330 currently our deputy dean for

NOTE Confidence: 0.9815913

00:07:10.330 --> 00:07:11.310 clinical affairs

NOTE Confidence: 0.97177255

00:07:11.849 --> 00:07:13.130 and has been instrumental in

NOTE Confidence: 0.97177255

00:07:13.130 --> 00:07:14.250 the alignment work that we're

NOTE Confidence: 0.97177255

00:07:14.250 --> 00:07:15.289 doing with the health system,

NOTE Confidence: 0.97177255

00:07:15.289 --> 00:07:16.605 and I'll talk about that,

NOTE Confidence: 0.97177255

00:07:17.005 --> 00:07:17.885 as well. And then, of

NOTE Confidence: 0.97177255

00:07:17.885 --> 00:07:19.565 course, Jessica Luzi, who's our

NOTE Confidence: 0.97177255

00:07:19.565 --> 00:07:21.505 current, deputy dean for education.

NOTE Confidence: 0.9991067

00:07:23.245 --> 00:07:24.605 So, let me talk a

NOTE Confidence: 0.9991067

00:07:24.605 --> 00:07:26.465 little bit about education
NOTE Confidence: 0.79754174

00:07:26.765 --> 00:07:27.265 and,
NOTE Confidence: 0.9938071

00:07:28.125 --> 00:07:28.845 let's see if I can
NOTE Confidence: 0.9938071

00:07:28.845 --> 00:07:29.745 go back here.
NOTE Confidence: 0.9640585

00:07:30.580 --> 00:07:32.180 So this is our current
NOTE Confidence: 0.9640585

00:07:32.180 --> 00:07:33.700 class. You looked like this
NOTE Confidence: 0.9640585

00:07:33.700 --> 00:07:34.520 at one time.
NOTE Confidence: 0.87397176

00:07:38.100 --> 00:07:39.380 And this this is the
NOTE Confidence: 0.87397176

00:07:39.380 --> 00:07:41.380 class by statistics, and,
NOTE Confidence: 0.9558897

00:07:41.700 --> 00:07:43.155 what I'd point out is,
NOTE Confidence: 0.994887

00:07:43.715 --> 00:07:44.835 that I don't think I
NOTE Confidence: 0.994887

00:07:44.835 --> 00:07:46.115 could get into the Yale
NOTE Confidence: 0.994887

00:07:46.115 --> 00:07:47.014 School of Medicine,
NOTE Confidence: 0.9989935

00:07:47.475 --> 00:07:47.975 today.
NOTE Confidence: 0.9868249

00:07:48.514 --> 00:07:50.695 These are incredibly talented students.
NOTE Confidence: 0.9868249

00:07:50.835 --> 00:07:51.975 They're very committed,

NOTE Confidence: 0.98615974

00:07:53.635 --> 00:07:54.595 to the mission of the

NOTE Confidence: 0.98615974

00:07:54.595 --> 00:07:55.095 school.

NOTE Confidence: 0.9990275

00:07:56.030 --> 00:07:57.230 About twenty eight percent of

NOTE Confidence: 0.9990275

00:07:57.230 --> 00:07:58.450 our students are underrepresented

NOTE Confidence: 0.91577166

00:07:58.830 --> 00:07:59.490 in medicine,

NOTE Confidence: 0.9926443

00:08:00.350 --> 00:08:02.190 and we are, as as

NOTE Confidence: 0.9926443

00:08:02.190 --> 00:08:03.710 I've said, very committed to

NOTE Confidence: 0.9926443

00:08:03.710 --> 00:08:04.450 our mission,

NOTE Confidence: 0.9887283

00:08:05.630 --> 00:08:07.890 of having an intellectual environment

NOTE Confidence: 0.9887283

00:08:07.950 --> 00:08:09.790 that's enriched by diversity of

NOTE Confidence: 0.9887283

00:08:09.790 --> 00:08:10.530 all kinds.

NOTE Confidence: 0.95391107

00:08:10.925 --> 00:08:12.765 And that means diversity of

NOTE Confidence: 0.95391107

00:08:12.765 --> 00:08:14.765 experience. It means diversity of

NOTE Confidence: 0.95391107

00:08:14.765 --> 00:08:15.265 ideas.

NOTE Confidence: 0.99461937

00:08:16.125 --> 00:08:17.005 And this should be a

NOTE Confidence: 0.99461937

00:08:17.005 --> 00:08:18.605 safe place where people can,
NOTE Confidence: 0.9979901

00:08:19.005 --> 00:08:20.705 wrestle with difficult questions.
NOTE Confidence: 0.9900816

00:08:21.245 --> 00:08:22.125 And I think,
NOTE Confidence: 0.9696966

00:08:22.845 --> 00:08:24.285 it's a remarkable place in
NOTE Confidence: 0.9696966

00:08:24.285 --> 00:08:25.325 that regard, and I'll give
NOTE Confidence: 0.9696966

00:08:25.325 --> 00:08:26.705 the example of,
NOTE Confidence: 0.98816776

00:08:28.100 --> 00:08:30.440 how our students responded following
NOTE Confidence: 0.98816776

00:08:30.660 --> 00:08:32.040 October seventh in,
NOTE Confidence: 0.9997354

00:08:32.820 --> 00:08:33.720 two years ago.
NOTE Confidence: 0.9871548

00:08:34.980 --> 00:08:36.520 This was a an incredibly
NOTE Confidence: 0.9871548

00:08:36.660 --> 00:08:37.160 disturbing,
NOTE Confidence: 0.9233341

00:08:37.860 --> 00:08:38.360 time,
NOTE Confidence: 0.94875044

00:08:38.660 --> 00:08:40.884 and our students met, and
NOTE Confidence: 0.94875044

00:08:40.884 --> 00:08:42.165 I give credit to Don
NOTE Confidence: 0.94875044

00:08:42.165 --> 00:08:44.584 Francis and to, Jessica Iluzzi,
NOTE Confidence: 0.99896216

00:08:45.045 --> 00:08:46.105 in small groups

NOTE Confidence: 0.9974653
00:08:46.485 --> 00:08:48.345 with various deputy deans
NOTE Confidence: 0.8940531
00:08:48.884 --> 00:08:49.865 almost daily
NOTE Confidence: 0.9956341
00:08:50.245 --> 00:08:51.444 to wrestle with the things
NOTE Confidence: 0.9956341
00:08:51.444 --> 00:08:52.505 that they were feeling.
NOTE Confidence: 0.9540517
00:08:53.450 --> 00:08:55.070 And initially, when that started,
NOTE Confidence: 0.9992904
00:08:56.490 --> 00:08:57.630 that was primarily
NOTE Confidence: 0.9591554
00:08:58.250 --> 00:08:59.929 our Jewish and Israeli students
NOTE Confidence: 0.9591554
00:08:59.929 --> 00:09:00.429 meeting.
NOTE Confidence: 0.97744346
00:09:00.970 --> 00:09:02.570 And then separately, we had
NOTE Confidence: 0.97744346
00:09:02.570 --> 00:09:04.110 students who were from Palestine
NOTE Confidence: 0.97744346
00:09:04.170 --> 00:09:05.929 who had family members in
NOTE Confidence: 0.97744346
00:09:05.929 --> 00:09:07.290 Palestine who were meeting in
NOTE Confidence: 0.97744346
00:09:07.290 --> 00:09:08.110 small groups.
NOTE Confidence: 0.99883485
00:09:09.035 --> 00:09:10.315 By the time our students
NOTE Confidence: 0.99883485
00:09:10.315 --> 00:09:11.615 went home for break,
NOTE Confidence: 0.99974775

00:09:12.315 --> 00:09:13.455 they were meeting together
NOTE Confidence: 0.9021758

00:09:14.875 --> 00:09:15.375 and
NOTE Confidence: 0.99966156

00:09:16.155 --> 00:09:17.675 had discovered that some of
NOTE Confidence: 0.99966156

00:09:17.675 --> 00:09:19.035 the fears and things that
NOTE Confidence: 0.99966156

00:09:19.035 --> 00:09:20.495 they were wrestling with
NOTE Confidence: 0.99913543

00:09:20.949 --> 00:09:22.329 were fundamental human
NOTE Confidence: 0.9997131

00:09:22.949 --> 00:09:23.449 concerns
NOTE Confidence: 0.98078924

00:09:24.230 --> 00:09:25.589 and that they could find
NOTE Confidence: 0.98078924

00:09:25.589 --> 00:09:27.509 common ground and and have
NOTE Confidence: 0.98078924

00:09:27.509 --> 00:09:29.910 those conversations together. That's very
NOTE Confidence: 0.98078924

00:09:29.910 --> 00:09:31.110 different from what happened on
NOTE Confidence: 0.98078924

00:09:31.110 --> 00:09:32.470 many campuses, and I have
NOTE Confidence: 0.98078924

00:09:32.470 --> 00:09:33.769 to credit, again,
NOTE Confidence: 0.98671347

00:09:34.885 --> 00:09:36.325 our our faculty and staff
NOTE Confidence: 0.98671347

00:09:36.325 --> 00:09:37.225 and our students
NOTE Confidence: 0.99930614

00:09:37.684 --> 00:09:38.964 for showing us how we

NOTE Confidence: 0.99930614

00:09:38.964 --> 00:09:39.704 should act.

NOTE Confidence: 0.9956968

00:09:43.684 --> 00:09:45.365 How do we manage to

NOTE Confidence: 0.9956968

00:09:45.365 --> 00:09:47.625 recruit such amazing students?

NOTE Confidence: 0.9908055

00:09:48.209 --> 00:09:49.250 Anne has been in her

NOTE Confidence: 0.9908055

00:09:49.250 --> 00:09:50.449 role for about two years,

NOTE Confidence: 0.9908055

00:09:50.449 --> 00:09:51.570 and this has been the

NOTE Confidence: 0.9908055

00:09:51.570 --> 00:09:52.949 secret weapon you

NOTE Confidence: 0.95970345

00:09:53.250 --> 00:09:54.449 have been the secret weapon

NOTE Confidence: 0.95970345

00:09:54.449 --> 00:09:54.929 we have,

NOTE Confidence: 0.944037

00:09:55.649 --> 00:09:57.110 rolled out. And that is

NOTE Confidence: 0.944037

00:09:57.410 --> 00:09:58.610 we are now having,

NOTE Confidence: 0.9980474

00:09:59.010 --> 00:10:00.690 when we have alumni dinners

NOTE Confidence: 0.9980474

00:10:00.690 --> 00:10:01.829 across the country,

NOTE Confidence: 0.9011954

00:10:02.334 --> 00:10:04.434 we're inviting our prospective students,

NOTE Confidence: 0.99797046

00:10:05.135 --> 00:10:06.434 and we're sitting them

NOTE Confidence: 0.9841408

00:10:06.894 --> 00:10:09.054 at tables with you because

NOTE Confidence: 0.9841408

00:10:09.054 --> 00:10:10.015 it turns out you are

NOTE Confidence: 0.9841408

00:10:10.015 --> 00:10:11.875 the best recruiters we have.

NOTE Confidence: 0.9347967

00:10:12.815 --> 00:10:14.495 And I always tell the

NOTE Confidence: 0.9347967

00:10:14.495 --> 00:10:15.714 students just

NOTE Confidence: 0.99797666

00:10:16.015 --> 00:10:17.714 start the conversation with

NOTE Confidence: 0.97517353

00:10:18.620 --> 00:10:19.500 what did you do your

NOTE Confidence: 0.97517353

00:10:19.500 --> 00:10:20.320 thesis on?

NOTE Confidence: 0.9904306

00:10:20.940 --> 00:10:21.740 And then you don't have

NOTE Confidence: 0.9904306

00:10:21.740 --> 00:10:22.720 to talk at all.

NOTE Confidence: 0.9627631

00:10:24.860 --> 00:10:26.220 And you'll hear the life

NOTE Confidence: 0.9627631

00:10:26.220 --> 00:10:27.260 story of the person with

NOTE Confidence: 0.9627631

00:10:27.260 --> 00:10:28.220 whom you're sitting, and it's

NOTE Confidence: 0.9627631

00:10:28.220 --> 00:10:30.059 really wonderful. And, I think

NOTE Confidence: 0.9627631

00:10:30.059 --> 00:10:31.179 these have been great and

NOTE Confidence: 0.9627631

00:10:31.179 --> 00:10:32.865 really the the the,

NOTE Confidence: 0.8774485
00:10:33.425 --> 00:10:35.184 work of Evian and Amanda
NOTE Confidence: 0.8774485
00:10:35.184 --> 00:10:35.845 and others.
NOTE Confidence: 0.9794672
00:10:36.385 --> 00:10:37.665 The other critical thing is
NOTE Confidence: 0.9794672
00:10:37.665 --> 00:10:39.505 making an education at Yale
NOTE Confidence: 0.9794672
00:10:39.505 --> 00:10:41.345 School of Medicine accessible, and
NOTE Confidence: 0.9794672
00:10:41.345 --> 00:10:42.545 this is another area where
NOTE Confidence: 0.9794672
00:10:42.545 --> 00:10:43.925 you've contributed tremendously,
NOTE Confidence: 0.9766946
00:10:45.184 --> 00:10:46.705 in that we were able
NOTE Confidence: 0.9766946
00:10:46.705 --> 00:10:48.404 to meet the match of,
NOTE Confidence: 0.9872771
00:10:48.899 --> 00:10:50.579 fifty million dollars set by
NOTE Confidence: 0.9872771
00:10:50.579 --> 00:10:51.320 the provost.
NOTE Confidence: 0.94424945
00:10:52.500 --> 00:10:53.860 We have been able through
NOTE Confidence: 0.94424945
00:10:53.860 --> 00:10:55.139 that and through a generous
NOTE Confidence: 0.94424945
00:10:55.139 --> 00:10:56.600 gift from the Star Foundation
NOTE Confidence: 0.9666566
00:10:57.139 --> 00:10:58.440 to be able to reduce
NOTE Confidence: 0.9666566

00:10:58.500 --> 00:11:00.179 the annual debt for our
NOTE Confidence: 0.9666566

00:11:00.179 --> 00:11:01.700 students down who are students
NOTE Confidence: 0.9666566

00:11:01.700 --> 00:11:02.820 who have financial aid down
NOTE Confidence: 0.9666566

00:11:02.820 --> 00:11:03.940 to ten thousand dollars a
NOTE Confidence: 0.9666566

00:11:03.940 --> 00:11:04.395 year.
NOTE Confidence: 0.9547355

00:11:05.355 --> 00:11:06.635 So graduating with you know,
NOTE Confidence: 0.9547355

00:11:06.635 --> 00:11:07.755 and there's there's schools that
NOTE Confidence: 0.9547355

00:11:07.755 --> 00:11:08.895 are tuition free,
NOTE Confidence: 0.9905522

00:11:09.515 --> 00:11:10.475 but still have lots of
NOTE Confidence: 0.9905522

00:11:10.554 --> 00:11:11.595 those students have lots of
NOTE Confidence: 0.9905522

00:11:11.595 --> 00:11:13.115 debt because it doesn't cover
NOTE Confidence: 0.9905522

00:11:13.115 --> 00:11:14.075 room and board. It doesn't
NOTE Confidence: 0.9905522

00:11:14.075 --> 00:11:15.195 cover we cover the whole
NOTE Confidence: 0.9905522

00:11:15.195 --> 00:11:15.695 package.
NOTE Confidence: 0.98684335

00:11:16.890 --> 00:11:18.250 And this allows our students
NOTE Confidence: 0.98684335

00:11:18.250 --> 00:11:19.770 to make choices based on

NOTE Confidence: 0.98684335
00:11:19.770 --> 00:11:21.770 their passions and not on,
NOTE Confidence: 0.9909682
00:11:23.050 --> 00:11:24.970 financial concerns, and that's really
NOTE Confidence: 0.9909682
00:11:24.970 --> 00:11:25.470 critical.
NOTE Confidence: 0.9868833
00:11:26.330 --> 00:11:27.850 Our students, not only do
NOTE Confidence: 0.9868833
00:11:27.850 --> 00:11:29.770 we attract incredible students, but
NOTE Confidence: 0.9868833
00:11:29.770 --> 00:11:31.450 we also they go on
NOTE Confidence: 0.9868833
00:11:31.450 --> 00:11:32.625 to do great things.
NOTE Confidence: 0.9332762
00:11:33.505 --> 00:11:34.785 And as you are aware,
NOTE Confidence: 0.9332762
00:11:34.785 --> 00:11:35.684 under the prior
NOTE Confidence: 0.9716844
00:11:36.225 --> 00:11:37.505 administration, both the head of
NOTE Confidence: 0.9716844
00:11:37.505 --> 00:11:39.105 the CDC and the and
NOTE Confidence: 0.9716844
00:11:39.105 --> 00:11:41.345 the, surgeon general were our
NOTE Confidence: 0.9716844
00:11:41.345 --> 00:11:42.965 alums, fairly recent alums.
NOTE Confidence: 0.98980993
00:11:43.505 --> 00:11:45.205 You'll see this year's graduating
NOTE Confidence: 0.98980993
00:11:45.265 --> 00:11:45.765 class,
NOTE Confidence: 0.97197556

00:11:46.400 --> 00:11:47.760 we we retained about a
NOTE Confidence: 0.97197556

00:11:47.760 --> 00:11:49.040 quarter at Yale New Haven,
NOTE Confidence: 0.97197556

00:11:49.040 --> 00:11:50.320 and another quarter went to
NOTE Confidence: 0.97197556

00:11:50.320 --> 00:11:50.960 the Harvard,
NOTE Confidence: 0.9935614

00:11:51.520 --> 00:11:52.020 schools.
NOTE Confidence: 0.99944705

00:11:55.600 --> 00:11:56.660 Let's see here.
NOTE Confidence: 0.97518224

00:11:57.760 --> 00:11:59.140 I I did wanna share,
NOTE Confidence: 0.96199644

00:12:00.194 --> 00:12:01.714 some quotes from our students,
NOTE Confidence: 0.96199644

00:12:02.035 --> 00:12:02.855 just to
NOTE Confidence: 0.9848673

00:12:03.315 --> 00:12:04.434 share with you their view
NOTE Confidence: 0.9848673

00:12:04.434 --> 00:12:05.554 of the Yale system. This
NOTE Confidence: 0.9848673

00:12:05.554 --> 00:12:06.995 is very much alive and
NOTE Confidence: 0.9848673

00:12:06.995 --> 00:12:07.495 well,
NOTE Confidence: 0.97725725

00:12:08.675 --> 00:12:09.175 and,
NOTE Confidence: 0.9963041

00:12:09.634 --> 00:12:10.915 our one of the reasons
NOTE Confidence: 0.9963041

00:12:10.915 --> 00:12:12.035 that our students go on

NOTE Confidence: 0.9963041

00:12:12.035 --> 00:12:13.394 to be great leaders is

NOTE Confidence: 0.9963041

00:12:13.394 --> 00:12:14.595 that we treat them like

NOTE Confidence: 0.9963041

00:12:14.595 --> 00:12:15.095 adults,

NOTE Confidence: 0.99586606

00:12:16.100 --> 00:12:17.459 and we allow them to

NOTE Confidence: 0.99586606

00:12:17.459 --> 00:12:18.600 pursue their passions,

NOTE Confidence: 0.9909546

00:12:19.380 --> 00:12:21.320 and we facilitate that. And,

NOTE Confidence: 0.96188736

00:12:22.179 --> 00:12:23.959 I think you I'm delighted

NOTE Confidence: 0.96188736

00:12:24.019 --> 00:12:24.980 that you've had chance, and

NOTE Confidence: 0.96188736

00:12:24.980 --> 00:12:25.779 I see one of our

NOTE Confidence: 0.96188736

00:12:25.779 --> 00:12:26.820 students in the room right

NOTE Confidence: 0.96188736

00:12:26.820 --> 00:12:28.019 now. You will have chance

NOTE Confidence: 0.96188736

00:12:28.019 --> 00:12:28.899 to hear from them, and

NOTE Confidence: 0.96188736

00:12:28.899 --> 00:12:29.779 some of you have have

NOTE Confidence: 0.96188736

00:12:29.779 --> 00:12:31.275 interacted with them on various

NOTE Confidence: 0.9877861

00:12:33.275 --> 00:12:34.155 tours. It is a big

NOTE Confidence: 0.9877861

00:12:34.155 --> 00:12:35.675 place. It's it's much bigger
NOTE Confidence: 0.9877861

00:12:35.675 --> 00:12:37.115 than it was, say, fifty
NOTE Confidence: 0.9877861

00:12:37.115 --> 00:12:38.635 years ago. And for some
NOTE Confidence: 0.9877861

00:12:38.635 --> 00:12:40.335 students coming in and,
NOTE Confidence: 0.9806336

00:12:41.355 --> 00:12:42.795 and are just saying, you
NOTE Confidence: 0.9806336

00:12:42.795 --> 00:12:44.395 know, here's the candy store.
NOTE Confidence: 0.9806336

00:12:44.395 --> 00:12:45.790 Just have at it. Can
NOTE Confidence: 0.9806336

00:12:45.790 --> 00:12:46.990 be a little daunting at
NOTE Confidence: 0.9806336

00:12:46.990 --> 00:12:49.070 first. And so we've embellished
NOTE Confidence: 0.9806336

00:12:49.070 --> 00:12:50.510 on our advisory groups to
NOTE Confidence: 0.9806336

00:12:50.510 --> 00:12:52.130 create advisory houses.
NOTE Confidence: 0.98373646

00:12:52.830 --> 00:12:54.510 These integrate the students a
NOTE Confidence: 0.98373646

00:12:54.510 --> 00:12:55.710 little bit more with other
NOTE Confidence: 0.98373646

00:12:55.710 --> 00:12:57.070 classes as well as with
NOTE Confidence: 0.98373646

00:12:57.070 --> 00:12:58.929 residents and faculty. So,
NOTE Confidence: 0.95608234

00:12:59.834 --> 00:13:01.434 and we this year, after

NOTE Confidence: 0.95608234

00:13:01.434 --> 00:13:03.434 having these been simply color

NOTE Confidence: 0.95608234

00:13:03.434 --> 00:13:04.495 named, have now

NOTE Confidence: 0.9899329

00:13:05.035 --> 00:13:06.554 named them after many of

NOTE Confidence: 0.9899329

00:13:06.554 --> 00:13:07.755 our heroes. And this was

NOTE Confidence: 0.9899329

00:13:07.755 --> 00:13:10.154 another amazing experience where people

NOTE Confidence: 0.9899329

00:13:10.154 --> 00:13:10.895 came together

NOTE Confidence: 0.9997662

00:13:12.800 --> 00:13:13.699 to think about

NOTE Confidence: 0.9791163

00:13:14.399 --> 00:13:15.360 how we do that. And

NOTE Confidence: 0.9791163

00:13:15.360 --> 00:13:16.079 there was there were some

NOTE Confidence: 0.9791163

00:13:16.079 --> 00:13:17.120 who advised you should never

NOTE Confidence: 0.9791163

00:13:17.120 --> 00:13:18.480 name them because you're gonna

NOTE Confidence: 0.9791163

00:13:18.480 --> 00:13:19.679 miss somebody, and, of course,

NOTE Confidence: 0.9791163

00:13:19.679 --> 00:13:21.459 we missed a gazillion people.

NOTE Confidence: 0.9791163

00:13:21.759 --> 00:13:22.879 I came away from this

NOTE Confidence: 0.9791163

00:13:22.879 --> 00:13:23.379 thinking

NOTE Confidence: 0.9633764

00:13:24.079 --> 00:13:24.959 we need to name more
NOTE Confidence: 0.9633764

00:13:24.959 --> 00:13:26.505 things because we have so
NOTE Confidence: 0.9633764

00:13:26.505 --> 00:13:27.945 many heroes in our past.
NOTE Confidence: 0.9633764

00:13:27.945 --> 00:13:28.445 But,
NOTE Confidence: 0.9925824

00:13:29.144 --> 00:13:30.745 there there's as with all
NOTE Confidence: 0.9925824

00:13:30.745 --> 00:13:32.204 things, there's a little competition
NOTE Confidence: 0.9925824

00:13:32.345 --> 00:13:34.024 between these houses. This takes
NOTE Confidence: 0.9925824

00:13:34.024 --> 00:13:35.625 place on the athletic field
NOTE Confidence: 0.9925824

00:13:35.625 --> 00:13:36.665 in the spring. It's hard
NOTE Confidence: 0.9925824

00:13:36.665 --> 00:13:37.865 to imagine Yale School of
NOTE Confidence: 0.9925824

00:13:37.865 --> 00:13:39.870 Medicine students as athletes, but
NOTE Confidence: 0.9644199

00:13:40.910 --> 00:13:42.350 but they feel very strongly
NOTE Confidence: 0.9644199

00:13:42.350 --> 00:13:43.710 about this. And this year,
NOTE Confidence: 0.9644199

00:13:43.710 --> 00:13:44.589 there was a tie, and
NOTE Confidence: 0.9644199

00:13:44.589 --> 00:13:45.870 I don't remember which houses,
NOTE Confidence: 0.9644199

00:13:45.870 --> 00:13:47.410 but which two?

NOTE Confidence: 0.8444863
00:13:48.110 --> 00:13:49.790 Orange and yellow orange. Yeah.
NOTE Confidence: 0.8444863
00:13:49.790 --> 00:13:51.230 So Pilate and ham Hamburg.
NOTE Confidence: 0.8444863
00:13:51.230 --> 00:13:52.610 Yep. There we go. Okay.
NOTE Confidence: 0.98069346
00:13:53.235 --> 00:13:54.195 I should, you know, I
NOTE Confidence: 0.98069346
00:13:54.195 --> 00:13:55.015 should know that.
NOTE Confidence: 0.9647742
00:13:55.475 --> 00:13:56.195 I wanna talk a little
NOTE Confidence: 0.9647742
00:13:56.195 --> 00:13:57.554 bit about culture and climate,
NOTE Confidence: 0.9647742
00:13:57.554 --> 00:13:58.835 and we will have lots
NOTE Confidence: 0.9647742
00:13:58.835 --> 00:13:59.795 of time to talk at
NOTE Confidence: 0.9647742
00:13:59.795 --> 00:14:01.075 the end about the current
NOTE Confidence: 0.9647742
00:14:01.075 --> 00:14:01.575 environment,
NOTE Confidence: 0.99181
00:14:02.434 --> 00:14:03.714 but just to walk through
NOTE Confidence: 0.99181
00:14:03.714 --> 00:14:04.595 some of the things that
NOTE Confidence: 0.99181
00:14:04.595 --> 00:14:05.335 we are,
NOTE Confidence: 0.9973338
00:14:05.714 --> 00:14:06.214 doing.
NOTE Confidence: 0.9980855

00:14:07.220 --> 00:14:08.580 When I came in two
NOTE Confidence: 0.9980855

00:14:08.580 --> 00:14:09.080 thousand,
NOTE Confidence: 0.9860834

00:14:10.260 --> 00:14:11.460 there I would say the
NOTE Confidence: 0.9860834

00:14:11.460 --> 00:14:12.980 thing that was most on
NOTE Confidence: 0.9860834

00:14:12.980 --> 00:14:15.000 people's mind related to
NOTE Confidence: 0.8906304

00:14:16.260 --> 00:14:17.620 treatment of women in the
NOTE Confidence: 0.8906304

00:14:17.620 --> 00:14:19.560 school of medicine and the,
NOTE Confidence: 0.99775684

00:14:20.995 --> 00:14:22.035 there had been some high
NOTE Confidence: 0.99775684

00:14:22.035 --> 00:14:23.175 profile events.
NOTE Confidence: 0.98747724

00:14:24.275 --> 00:14:25.555 And then that summer, of
NOTE Confidence: 0.98747724

00:14:25.555 --> 00:14:26.755 course, was the summer of
NOTE Confidence: 0.98747724

00:14:26.755 --> 00:14:28.115 George Floyd, and there was
NOTE Confidence: 0.98747724

00:14:28.115 --> 00:14:29.175 concern about,
NOTE Confidence: 0.9999238

00:14:30.515 --> 00:14:31.015 racism
NOTE Confidence: 0.98503155

00:14:31.475 --> 00:14:32.835 in the country and in
NOTE Confidence: 0.98503155

00:14:32.835 --> 00:14:33.575 the school.

NOTE Confidence: 0.9929159

00:14:34.140 --> 00:14:35.180 We have taken a very

NOTE Confidence: 0.9929159

00:14:35.180 --> 00:14:36.400 fundamental approach,

NOTE Confidence: 0.99703145

00:14:38.220 --> 00:14:40.140 to thinking about professionalism and

NOTE Confidence: 0.99703145

00:14:40.140 --> 00:14:41.980 addressing these issues. And one

NOTE Confidence: 0.99703145

00:14:41.980 --> 00:14:43.200 of the things I realized

NOTE Confidence: 0.99703145

00:14:43.260 --> 00:14:43.760 was,

NOTE Confidence: 0.9806756

00:14:44.460 --> 00:14:46.160 with respect to sexual harassment,

NOTE Confidence: 0.9806756

00:14:46.220 --> 00:14:47.274 for example, is that there

NOTE Confidence: 0.9806756

00:14:47.435 --> 00:14:48.475 we did not have more

NOTE Confidence: 0.9806756

00:14:48.475 --> 00:14:49.515 of that than any other

NOTE Confidence: 0.9806756

00:14:49.515 --> 00:14:50.955 institution, but we handled it

NOTE Confidence: 0.9806756

00:14:50.955 --> 00:14:51.615 very badly.

NOTE Confidence: 0.9984064

00:14:51.995 --> 00:14:53.115 And we hadn't given our

NOTE Confidence: 0.9984064

00:14:53.115 --> 00:14:54.334 leaders the tools

NOTE Confidence: 0.9850668

00:14:54.955 --> 00:14:56.654 to recognize things early,

NOTE Confidence: 0.99730605

00:14:57.115 --> 00:14:58.175 to make interventions,
NOTE Confidence: 0.9630838

00:14:58.875 --> 00:15:00.235 before things came to a
NOTE Confidence: 0.9630838

00:15:00.235 --> 00:15:01.610 head. So we've done a
NOTE Confidence: 0.9630838

00:15:01.610 --> 00:15:03.310 a number of things. We
NOTE Confidence: 0.9866112

00:15:03.690 --> 00:15:05.390 modified our office of faculty
NOTE Confidence: 0.9866112

00:15:05.450 --> 00:15:06.650 affairs. We've spent a lot
NOTE Confidence: 0.9866112

00:15:06.650 --> 00:15:07.310 of time
NOTE Confidence: 0.9688349

00:15:07.690 --> 00:15:09.370 on leadership training. So when
NOTE Confidence: 0.9688349

00:15:09.450 --> 00:15:11.050 because when people become section
NOTE Confidence: 0.9688349

00:15:11.050 --> 00:15:12.730 chiefs and chairs, they have
NOTE Confidence: 0.9688349

00:15:12.730 --> 00:15:14.490 excellence in research or clinical
NOTE Confidence: 0.9688349

00:15:14.490 --> 00:15:16.084 work. They don't always have
NOTE Confidence: 0.9688349

00:15:16.084 --> 00:15:17.605 the leadership skills that we're
NOTE Confidence: 0.9688349

00:15:17.605 --> 00:15:18.725 asking them to have. So
NOTE Confidence: 0.9688349

00:15:18.725 --> 00:15:20.325 we've invested in a lot
NOTE Confidence: 0.9688349

00:15:20.325 --> 00:15:21.385 of leadership training.

NOTE Confidence: 0.9990247
00:15:22.084 --> 00:15:23.524 We also are spending a
NOTE Confidence: 0.9990247
00:15:23.524 --> 00:15:24.345 lot of time
NOTE Confidence: 0.9817905
00:15:25.685 --> 00:15:27.204 in terms of developing our
NOTE Confidence: 0.9817905
00:15:27.204 --> 00:15:28.964 faculty, and this gets to
NOTE Confidence: 0.9817905
00:15:28.964 --> 00:15:29.464 diversity
NOTE Confidence: 0.9263361
00:15:30.005 --> 00:15:31.579 in paying attention
NOTE Confidence: 0.9991086
00:15:32.440 --> 00:15:34.060 to retention and mentorship.
NOTE Confidence: 0.99800587
00:15:34.920 --> 00:15:36.440 So I think people have
NOTE Confidence: 0.99800587
00:15:36.440 --> 00:15:36.940 overemphasized
NOTE Confidence: 0.90158176
00:15:37.720 --> 00:15:38.220 recruitment,
NOTE Confidence: 0.9965444
00:15:38.759 --> 00:15:39.639 and then we don't pay
NOTE Confidence: 0.9965444
00:15:39.639 --> 00:15:40.300 any attention.
NOTE Confidence: 0.9811527
00:15:41.240 --> 00:15:42.759 But we have got to
NOTE Confidence: 0.9811527
00:15:42.759 --> 00:15:44.199 mentor faculty. We've got to
NOTE Confidence: 0.9811527
00:15:44.199 --> 00:15:45.180 sponsor them.
NOTE Confidence: 0.98906004

00:15:45.555 --> 00:15:46.995 And in my mind, that's
NOTE Confidence: 0.98906004

00:15:46.995 --> 00:15:48.595 a proactive form of retention.
NOTE Confidence: 0.98906004

00:15:48.595 --> 00:15:49.555 And so one of the
NOTE Confidence: 0.98906004

00:15:49.555 --> 00:15:50.855 other things we did was,
NOTE Confidence: 0.99967754

00:15:51.635 --> 00:15:52.135 create
NOTE Confidence: 0.9978173

00:15:52.515 --> 00:15:53.015 a
NOTE Confidence: 0.99876416

00:15:53.715 --> 00:15:54.215 process
NOTE Confidence: 0.9998445

00:15:54.675 --> 00:15:55.415 to ensure
NOTE Confidence: 0.9966109

00:15:55.875 --> 00:15:57.555 that our faculty actually meet
NOTE Confidence: 0.9966109

00:15:57.555 --> 00:15:58.675 with their chair or section
NOTE Confidence: 0.9966109

00:15:58.675 --> 00:15:59.175 chief.
NOTE Confidence: 0.9992356

00:15:59.520 --> 00:16:00.420 This may seem
NOTE Confidence: 0.85962856

00:16:00.800 --> 00:16:01.300 rudimentary,
NOTE Confidence: 0.9803088

00:16:02.240 --> 00:16:03.120 but I can tell you
NOTE Confidence: 0.9803088

00:16:03.120 --> 00:16:04.080 when I first came and
NOTE Confidence: 0.9803088

00:16:04.080 --> 00:16:05.360 we were having listening groups

NOTE Confidence: 0.9803088

00:16:05.360 --> 00:16:06.480 that the thing I most

NOTE Confidence: 0.9803088

00:16:06.480 --> 00:16:08.660 commonly heard from faculty was

NOTE Confidence: 0.9803088

00:16:08.800 --> 00:16:10.560 some version of, I'm not

NOTE Confidence: 0.9803088

00:16:10.560 --> 00:16:11.700 sure that my

NOTE Confidence: 0.9985655

00:16:12.345 --> 00:16:13.084 section chief

NOTE Confidence: 0.9113412

00:16:13.785 --> 00:16:15.005 chair knows what I do.

NOTE Confidence: 0.99866545

00:16:15.945 --> 00:16:16.904 And then when I would

NOTE Confidence: 0.99866545

00:16:16.904 --> 00:16:17.725 speak to

NOTE Confidence: 0.9723256

00:16:18.584 --> 00:16:20.345 the chairs at our weekly

NOTE Confidence: 0.9723256

00:16:20.345 --> 00:16:21.625 meeting, they would say, oh,

NOTE Confidence: 0.9723256

00:16:21.625 --> 00:16:22.345 no. We have, you know,

NOTE Confidence: 0.9723256

00:16:22.345 --> 00:16:23.144 we have this meeting. We

NOTE Confidence: 0.9723256

00:16:23.144 --> 00:16:24.285 do this. We do that.

NOTE Confidence: 0.9723256

00:16:24.560 --> 00:16:25.760 Now we have a little

NOTE Confidence: 0.9723256

00:16:25.760 --> 00:16:27.040 bit of a forcing function.

NOTE Confidence: 0.9723256

00:16:27.040 --> 00:16:28.320 And what I can tell
NOTE Confidence: 0.9723256

00:16:28.320 --> 00:16:30.079 you is that we require
NOTE Confidence: 0.9723256

00:16:30.079 --> 00:16:31.120 this even of our senior
NOTE Confidence: 0.9723256

00:16:31.120 --> 00:16:31.620 faculty.
NOTE Confidence: 0.9935592

00:16:32.320 --> 00:16:34.720 And faculty who had not
NOTE Confidence: 0.9935592

00:16:34.720 --> 00:16:35.680 been meeting with their chair
NOTE Confidence: 0.9935592

00:16:35.680 --> 00:16:36.720 for a long, long time
NOTE Confidence: 0.9935592

00:16:36.720 --> 00:16:38.339 actually are having very meaningful
NOTE Confidence: 0.9935592

00:16:38.399 --> 00:16:40.415 conversations about the direction of
NOTE Confidence: 0.9662115

00:16:40.795 --> 00:16:41.515 their work, how they can
NOTE Confidence: 0.9662115

00:16:41.515 --> 00:16:42.015 contribute,
NOTE Confidence: 0.9820792

00:16:42.555 --> 00:16:43.755 and so, you know and
NOTE Confidence: 0.9820792

00:16:43.755 --> 00:16:44.795 we're measuring that, which is
NOTE Confidence: 0.9820792

00:16:44.795 --> 00:16:45.755 what all the graphs are
NOTE Confidence: 0.9820792

00:16:45.755 --> 00:16:46.415 and whatnot.
NOTE Confidence: 0.9978179

00:16:49.035 --> 00:16:50.395 So those are some of

NOTE Confidence: 0.9978179
00:16:50.395 --> 00:16:51.355 the things that we're doing
NOTE Confidence: 0.9978179
00:16:51.355 --> 00:16:53.720 to change culture here. They're
NOTE Confidence: 0.9978179
00:16:53.720 --> 00:16:54.380 not addressed
NOTE Confidence: 0.99724996
00:16:54.760 --> 00:16:56.600 on a specific group or
NOTE Confidence: 0.99724996
00:16:56.600 --> 00:16:57.340 a specific,
NOTE Confidence: 0.873101
00:16:58.040 --> 00:16:58.540 ideology,
NOTE Confidence: 0.98824
00:16:59.320 --> 00:17:00.680 but on our community as
NOTE Confidence: 0.98824
00:17:00.680 --> 00:17:02.120 a whole. The other thing
NOTE Confidence: 0.98824
00:17:02.120 --> 00:17:03.400 that we're doing, which we
NOTE Confidence: 0.98824
00:17:03.400 --> 00:17:04.920 did during COVID and we've
NOTE Confidence: 0.98824
00:17:04.920 --> 00:17:05.420 revamped,
NOTE Confidence: 0.9997459
00:17:05.800 --> 00:17:07.580 is the idea of
NOTE Confidence: 0.9791905
00:17:09.715 --> 00:17:10.914 just how we support each
NOTE Confidence: 0.9791905
00:17:10.914 --> 00:17:11.414 other.
NOTE Confidence: 0.975021
00:17:12.835 --> 00:17:13.335 And,
NOTE Confidence: 0.99010324

00:17:13.875 --> 00:17:15.315 these are tough times. And
NOTE Confidence: 0.99010324

00:17:15.315 --> 00:17:17.794 so we have revamped something
NOTE Confidence: 0.99010324

00:17:17.794 --> 00:17:18.994 we did during COVID, which
NOTE Confidence: 0.99010324

00:17:18.994 --> 00:17:20.514 were which is offered by
NOTE Confidence: 0.99010324

00:17:20.514 --> 00:17:21.014 our
NOTE Confidence: 0.9768666

00:17:21.480 --> 00:17:23.240 colleagues in psychiatry, which is
NOTE Confidence: 0.9768666

00:17:23.240 --> 00:17:24.760 just a place to come
NOTE Confidence: 0.9768666

00:17:24.760 --> 00:17:25.880 and talk about what's on
NOTE Confidence: 0.9768666

00:17:25.880 --> 00:17:26.920 your mind. And you can
NOTE Confidence: 0.9768666

00:17:26.920 --> 00:17:27.420 imagine
NOTE Confidence: 0.98486924

00:17:27.800 --> 00:17:29.080 that that differs for different
NOTE Confidence: 0.98486924

00:17:29.080 --> 00:17:30.119 people. If you're a young
NOTE Confidence: 0.98486924

00:17:30.119 --> 00:17:31.800 investigator and your grant has
NOTE Confidence: 0.98486924

00:17:31.800 --> 00:17:32.780 just been canceled,
NOTE Confidence: 0.9714108

00:17:33.815 --> 00:17:35.175 that's different than perhaps than
NOTE Confidence: 0.9714108

00:17:35.175 --> 00:17:36.375 if you're somebody who's worried

NOTE Confidence: 0.9714108

00:17:36.375 --> 00:17:38.055 about your visa status. But

NOTE Confidence: 0.9714108

00:17:38.055 --> 00:17:39.015 this is a safe place

NOTE Confidence: 0.9714108

00:17:39.015 --> 00:17:39.975 to come and talk with

NOTE Confidence: 0.9714108

00:17:39.975 --> 00:17:41.035 others about that.

NOTE Confidence: 0.9799706

00:17:41.895 --> 00:17:43.655 The the environment around us

NOTE Confidence: 0.9799706

00:17:43.655 --> 00:17:45.415 and encouraging the creativity of

NOTE Confidence: 0.9799706

00:17:45.415 --> 00:17:47.575 our faculty and, this summer,

NOTE Confidence: 0.9799706

00:17:47.575 --> 00:17:48.960 we're doing these pop up

NOTE Confidence: 0.9799706

00:17:49.200 --> 00:17:50.659 concerts, which are great fun.

NOTE Confidence: 0.99620235

00:17:51.359 --> 00:17:52.480 These are just members of

NOTE Confidence: 0.99620235

00:17:52.480 --> 00:17:54.179 our community who are

NOTE Confidence: 0.90018463

00:17:54.799 --> 00:17:56.799 every couple weeks appearing, and

NOTE Confidence: 0.90018463

00:17:56.799 --> 00:17:57.940 we send out a note,

NOTE Confidence: 0.9842414

00:17:58.320 --> 00:18:00.159 and playing music gratis for

NOTE Confidence: 0.9842414

00:18:00.159 --> 00:18:01.359 our community. And it's a

NOTE Confidence: 0.9842414

00:18:01.359 --> 00:18:02.975 place that people gather at

NOTE Confidence: 0.9842414

00:18:02.975 --> 00:18:04.095 different times of day just

NOTE Confidence: 0.9842414

00:18:04.095 --> 00:18:04.915 to be together.

NOTE Confidence: 0.99579483

00:18:06.415 --> 00:18:07.215 Let me talk a little

NOTE Confidence: 0.99579483

00:18:07.215 --> 00:18:08.595 bit about our research,

NOTE Confidence: 0.9839512

00:18:09.135 --> 00:18:10.494 and I'll frame this in

NOTE Confidence: 0.9839512

00:18:10.494 --> 00:18:11.855 terms of the metrics we

NOTE Confidence: 0.9839512

00:18:11.855 --> 00:18:13.395 have used in the past,

NOTE Confidence: 0.9630709

00:18:14.175 --> 00:18:15.550 and that, you know, is

NOTE Confidence: 0.9630709

00:18:15.550 --> 00:18:17.070 always a measure a leading

NOTE Confidence: 0.9630709

00:18:17.070 --> 00:18:18.190 indicator which is how much

NOTE Confidence: 0.9630709

00:18:18.190 --> 00:18:19.330 funding do you have.

NOTE Confidence: 0.9997692

00:18:20.109 --> 00:18:21.150 I'm not sure how to

NOTE Confidence: 0.9997692

00:18:21.150 --> 00:18:22.369 interpret this today

NOTE Confidence: 0.7971705

00:18:22.670 --> 00:18:22.990 but,

NOTE Confidence: 0.94307435

00:18:23.869 --> 00:18:24.350 we,

NOTE Confidence: 0.9937927
00:18:24.750 --> 00:18:25.950 this year have been third
NOTE Confidence: 0.9937927
00:18:25.950 --> 00:18:27.470 in the country in NIH
NOTE Confidence: 0.9937927
00:18:27.470 --> 00:18:27.970 funding
NOTE Confidence: 0.9054022
00:18:29.174 --> 00:18:30.695 and that I think,
NOTE Confidence: 0.9320879
00:18:31.174 --> 00:18:32.855 reflects the quality of the
NOTE Confidence: 0.9320879
00:18:32.855 --> 00:18:34.215 research that our faculty are
NOTE Confidence: 0.9320879
00:18:34.215 --> 00:18:35.654 doing and a number of
NOTE Confidence: 0.9320879
00:18:35.654 --> 00:18:36.934 departments of our,
NOTE Confidence: 0.95819867
00:18:37.335 --> 00:18:38.554 number one in the country.
NOTE Confidence: 0.9822095
00:18:39.015 --> 00:18:40.395 And more importantly
NOTE Confidence: 0.9021272
00:18:40.855 --> 00:18:41.975 is the the are the
NOTE Confidence: 0.9021272
00:18:41.975 --> 00:18:43.619 lagging indicators and the types
NOTE Confidence: 0.9021272
00:18:43.619 --> 00:18:44.119 of
NOTE Confidence: 0.98975503
00:18:44.900 --> 00:18:45.960 research that our faculty,
NOTE Confidence: 0.98122764
00:18:46.580 --> 00:18:48.020 are producing. And I I've
NOTE Confidence: 0.98122764

00:18:48.020 --> 00:18:49.720 focused here on clinical,
NOTE Confidence: 0.94180214
00:18:50.500 --> 00:18:51.000 studies,
NOTE Confidence: 0.9793767
00:18:51.940 --> 00:18:53.140 but the I can tell
NOTE Confidence: 0.9793767
00:18:53.140 --> 00:18:54.500 you that we have a
NOTE Confidence: 0.9793767
00:18:54.500 --> 00:18:56.260 startling number of publications in
NOTE Confidence: 0.9793767
00:18:56.260 --> 00:18:57.960 journals like Nature and Science,
NOTE Confidence: 0.99296737
00:18:59.054 --> 00:19:00.674 at this institution. But
NOTE Confidence: 0.9906785
00:19:01.054 --> 00:19:02.494 to give you some examples
NOTE Confidence: 0.9906785
00:19:02.494 --> 00:19:03.154 of recent,
NOTE Confidence: 0.9615562
00:19:03.774 --> 00:19:04.274 publications,
NOTE Confidence: 0.9201115
00:19:04.975 --> 00:19:05.774 you know, the work of
NOTE Confidence: 0.9201115
00:19:05.774 --> 00:19:06.515 Kevin Harold,
NOTE Confidence: 0.96303207
00:19:07.054 --> 00:19:08.595 over thirty years identifying
NOTE Confidence: 0.99918944
00:19:08.895 --> 00:19:10.975 the immune response to islet
NOTE Confidence: 0.99918944
00:19:10.975 --> 00:19:11.475 cells
NOTE Confidence: 0.9965137
00:19:11.840 --> 00:19:13.680 and then developing antibodies to

NOTE Confidence: 0.9965137

00:19:13.680 --> 00:19:14.960 protect those islet cells and

NOTE Confidence: 0.9965137

00:19:14.960 --> 00:19:16.240 delay the onset of type

NOTE Confidence: 0.9965137

00:19:16.240 --> 00:19:17.520 one diabetes is is really

NOTE Confidence: 0.9965137

00:19:17.520 --> 00:19:18.340 just remarkable.

NOTE Confidence: 0.72098637

00:19:18.880 --> 00:19:20.500 Anya Jastrebrath's work,

NOTE Confidence: 0.99597144

00:19:21.119 --> 00:19:23.359 leading trials of the GLP

NOTE Confidence: 0.99597144

00:19:23.359 --> 00:19:24.180 one and GIP,

NOTE Confidence: 0.82832295

00:19:25.520 --> 00:19:26.020 agonists.

NOTE Confidence: 0.9666751

00:19:27.304 --> 00:19:29.385 You know, ketamine as an

NOTE Confidence: 0.9666751

00:19:29.385 --> 00:19:29.885 antidepressant

NOTE Confidence: 0.97079784

00:19:30.265 --> 00:19:31.804 is something that John Crystal

NOTE Confidence: 0.97079784

00:19:31.945 --> 00:19:33.484 developed, but we're now discovering

NOTE Confidence: 0.97079784

00:19:33.705 --> 00:19:35.804 many more, uses for ketamine

NOTE Confidence: 0.9424574

00:19:36.265 --> 00:19:36.984 as well as,

NOTE Confidence: 0.9941601

00:19:37.625 --> 00:19:39.065 some of the psychedelics as

NOTE Confidence: 0.9941601

00:19:39.065 --> 00:19:40.424 well. The list goes on
NOTE Confidence: 0.9941601

00:19:40.424 --> 00:19:41.544 and on, but these are
NOTE Confidence: 0.9941601

00:19:41.544 --> 00:19:42.605 just a few examples.
NOTE Confidence: 0.9979112

00:19:43.330 --> 00:19:44.130 I don't know if you
NOTE Confidence: 0.9979112

00:19:44.130 --> 00:19:45.010 can read this. It's more
NOTE Confidence: 0.9979112

00:19:45.010 --> 00:19:45.970 of a prompt for me
NOTE Confidence: 0.9979112

00:19:45.970 --> 00:19:46.770 to tell you a little
NOTE Confidence: 0.9979112

00:19:46.770 --> 00:19:47.730 bit about the kinds of
NOTE Confidence: 0.9979112

00:19:47.730 --> 00:19:49.190 things in which we're investing.
NOTE Confidence: 0.9861384

00:19:50.609 --> 00:19:51.810 We as you know, the
NOTE Confidence: 0.9861384

00:19:51.810 --> 00:19:52.310 university,
NOTE Confidence: 0.9967841

00:19:52.930 --> 00:19:55.350 developed a science strategic plan,
NOTE Confidence: 0.96454155

00:19:55.890 --> 00:19:57.590 now about seven years ago,
NOTE Confidence: 0.99665606

00:19:57.984 --> 00:19:59.424 And it's very well aligned
NOTE Confidence: 0.99665606

00:19:59.424 --> 00:20:00.325 with the strategic,
NOTE Confidence: 0.94745713

00:20:00.945 --> 00:20:02.784 research initiatives or I should

NOTE Confidence: 0.94745713

00:20:02.784 --> 00:20:04.544 say the strategic research initiatives

NOTE Confidence: 0.94745713

00:20:04.544 --> 00:20:05.424 in the school are very

NOTE Confidence: 0.94745713

00:20:05.424 --> 00:20:06.565 well aligned with this.

NOTE Confidence: 0.95926565

00:20:07.024 --> 00:20:07.984 You can see the top

NOTE Confidence: 0.95926565

00:20:07.984 --> 00:20:09.524 priority areas, data.

NOTE Confidence: 0.9610188

00:20:09.840 --> 00:20:11.279 I would say quantum, we're

NOTE Confidence: 0.9610188

00:20:11.279 --> 00:20:12.720 not directly aligned with, but,

NOTE Confidence: 0.9610188

00:20:12.720 --> 00:20:13.679 of course, we need that

NOTE Confidence: 0.9610188

00:20:13.679 --> 00:20:14.820 for our data science.

NOTE Confidence: 0.99787503

00:20:15.279 --> 00:20:15.779 Neuroscience,

NOTE Confidence: 0.9930568

00:20:16.880 --> 00:20:17.380 inflammation,

NOTE Confidence: 0.95952433

00:20:18.320 --> 00:20:20.320 maybe indirectly planetary solutions, and

NOTE Confidence: 0.95952433

00:20:20.320 --> 00:20:21.059 then cancer.

NOTE Confidence: 0.99109423

00:20:21.840 --> 00:20:22.720 Some of the work going

NOTE Confidence: 0.99109423

00:20:22.720 --> 00:20:24.659 on, for example, in neuroscience,

NOTE Confidence: 0.9388858

00:20:25.304 --> 00:20:26.984 through a gift from, Steve
NOTE Confidence: 0.9388858

00:20:26.984 --> 00:20:28.044 and Denise Adams.
NOTE Confidence: 0.95428586

00:20:28.424 --> 00:20:30.024 We have now the Adams
NOTE Confidence: 0.95428586

00:20:30.024 --> 00:20:31.804 Center for Parkinson's Research.
NOTE Confidence: 0.961437

00:20:32.424 --> 00:20:34.205 This has provided a NIDIS
NOTE Confidence: 0.961437

00:20:34.345 --> 00:20:35.625 for a number of other
NOTE Confidence: 0.961437

00:20:35.625 --> 00:20:36.445 really important,
NOTE Confidence: 0.9988889

00:20:37.065 --> 00:20:38.205 gifts. We have
NOTE Confidence: 0.99406344

00:20:38.640 --> 00:20:40.660 more ASAP grants in Parkinson's
NOTE Confidence: 0.99406344

00:20:40.880 --> 00:20:42.320 than any other institution in
NOTE Confidence: 0.99406344

00:20:42.320 --> 00:20:42.980 the country.
NOTE Confidence: 0.9333392

00:20:44.160 --> 00:20:44.660 We're,
NOTE Confidence: 0.8177427

00:20:45.440 --> 00:20:45.940 we,
NOTE Confidence: 0.9558803

00:20:47.840 --> 00:20:48.320 are,
NOTE Confidence: 0.997734

00:20:48.640 --> 00:20:49.780 now the beneficiaries
NOTE Confidence: 0.9875053

00:20:50.744 --> 00:20:51.484 of funding,

NOTE Confidence: 0.96009576

00:20:52.025 --> 00:20:53.545 which we haven't officially announced.

NOTE Confidence: 0.96009576

00:20:53.545 --> 00:20:54.265 So I won't say the

NOTE Confidence: 0.96009576

00:20:54.265 --> 00:20:55.744 foundation of a twenty seven

NOTE Confidence: 0.96009576

00:20:55.744 --> 00:20:57.645 and, half million dollar grant

NOTE Confidence: 0.97021794

00:20:58.185 --> 00:20:59.065 to look at,

NOTE Confidence: 0.9540942

00:20:59.785 --> 00:21:00.285 autism,

NOTE Confidence: 0.89643687

00:21:00.984 --> 00:21:02.845 using a very multidisciplinary

NOTE Confidence: 0.8484668

00:21:04.080 --> 00:21:05.584 approach that includes mapping of

NOTE Confidence: 0.8484668

00:21:05.584 --> 00:21:06.820 the brain and creating digital

NOTE Confidence: 0.8484668

00:21:06.960 --> 00:21:07.399 twins.

NOTE Confidence: 0.8641831

00:21:07.840 --> 00:21:09.200 The health system is building

NOTE Confidence: 0.8641831

00:21:09.200 --> 00:21:10.528 a neuroscience tower, so our

NOTE Confidence: 0.8641831

00:21:10.528 --> 00:21:12.100 vision is that,

NOTE Confidence: 0.87274235

00:21:13.040 --> 00:21:14.640 we take the very strong

NOTE Confidence: 0.87274235

00:21:14.640 --> 00:21:16.320 basic science and neuroscience and

NOTE Confidence: 0.87274235

00:21:16.320 --> 00:21:17.744 we translate that into our
NOTE Confidence: 0.87274235

00:21:17.825 --> 00:21:19.285 patients and that every patient
NOTE Confidence: 0.98961294

00:21:19.665 --> 00:21:20.965 who's admitted
NOTE Confidence: 0.95780087

00:21:21.585 --> 00:21:22.865 to Yale New Haven Health
NOTE Confidence: 0.95780087

00:21:22.865 --> 00:21:24.805 System should with a neurologic
NOTE Confidence: 0.95780087

00:21:25.025 --> 00:21:26.385 disorder should be enrolled in
NOTE Confidence: 0.95780087

00:21:26.385 --> 00:21:27.425 a clinical trial if he
NOTE Confidence: 0.95780087

00:21:27.425 --> 00:21:28.865 or she desires just as
NOTE Confidence: 0.95780087

00:21:28.865 --> 00:21:30.145 we do with cancer patients,
NOTE Confidence: 0.95780087

00:21:30.145 --> 00:21:30.805 for example.
NOTE Confidence: 0.9583476

00:21:32.410 --> 00:21:33.710 Inflammation science,
NOTE Confidence: 0.9861043

00:21:34.170 --> 00:21:35.530 we are one of three
NOTE Confidence: 0.9861043

00:21:35.530 --> 00:21:37.550 members of the now
NOTE Confidence: 0.9840412

00:21:38.090 --> 00:21:39.130 year and a half ish
NOTE Confidence: 0.9840412

00:21:39.130 --> 00:21:39.630 old,
NOTE Confidence: 0.9726132

00:21:40.250 --> 00:21:40.990 Chan Zuckerberg

NOTE Confidence: 0.884665
00:21:41.290 --> 00:21:42.750 New York City Biohub,
NOTE Confidence: 0.9983942
00:21:43.530 --> 00:21:44.590 focused on inflammation.
NOTE Confidence: 0.9721056
00:21:45.210 --> 00:21:46.330 That work here is led
NOTE Confidence: 0.9721056
00:21:46.330 --> 00:21:48.044 by John Tsang. I like
NOTE Confidence: 0.9721056
00:21:48.044 --> 00:21:49.484 to joke that New Haven
NOTE Confidence: 0.9721056
00:21:49.484 --> 00:21:51.244 is the northernmost suburb of
NOTE Confidence: 0.9721056
00:21:51.244 --> 00:21:52.384 New York now.
NOTE Confidence: 0.9991959
00:21:52.924 --> 00:21:53.884 But I think we need
NOTE Confidence: 0.9991959
00:21:53.884 --> 00:21:54.845 to be doing more of
NOTE Confidence: 0.9991959
00:21:54.845 --> 00:21:55.825 those kinds of things
NOTE Confidence: 0.96216035
00:21:56.125 --> 00:21:58.125 and significant investments in data
NOTE Confidence: 0.96216035
00:21:58.125 --> 00:21:59.325 science. And I'll just show
NOTE Confidence: 0.96216035
00:21:59.325 --> 00:21:59.884 you that,
NOTE Confidence: 0.9455374
00:22:01.119 --> 00:22:02.500 a few years ago now,
NOTE Confidence: 0.9455374
00:22:02.799 --> 00:22:04.799 we recruited Lucila Onomashado, a
NOTE Confidence: 0.9455374

00:22:04.799 --> 00:22:06.000 member of the National Academy
NOTE Confidence: 0.9455374

00:22:06.000 --> 00:22:08.260 of Medicine from San Diego,
NOTE Confidence: 0.917678

00:22:08.640 --> 00:22:09.919 to create what was then
NOTE Confidence: 0.917678

00:22:09.919 --> 00:22:10.580 a freestanding
NOTE Confidence: 0.9987441

00:22:10.880 --> 00:22:11.940 section of
NOTE Confidence: 0.9558097

00:22:13.325 --> 00:22:15.185 biomedical informatics and data science.
NOTE Confidence: 0.9558097

00:22:15.405 --> 00:22:16.705 And in record time,
NOTE Confidence: 0.9190615

00:22:17.005 --> 00:22:18.145 literally a year,
NOTE Confidence: 0.9431765

00:22:18.765 --> 00:22:20.385 she built the department sufficiently
NOTE Confidence: 0.9431765

00:22:20.445 --> 00:22:21.265 that the corporation
NOTE Confidence: 0.9289712

00:22:21.885 --> 00:22:22.765 approved its,
NOTE Confidence: 0.9991471

00:22:23.244 --> 00:22:25.005 moving from a freestanding section
NOTE Confidence: 0.9991471

00:22:25.005 --> 00:22:25.744 to a department.
NOTE Confidence: 0.9301639

00:22:26.780 --> 00:22:27.980 This has been critical in
NOTE Confidence: 0.9301639

00:22:27.980 --> 00:22:29.119 our work in AI,
NOTE Confidence: 0.99894464

00:22:29.900 --> 00:22:31.440 and our work in

NOTE Confidence: 0.96967

00:22:31.740 --> 00:22:33.580 really capitalizing on the huge

NOTE Confidence: 0.96967

00:22:33.580 --> 00:22:34.460 amount of data that we

NOTE Confidence: 0.96967

00:22:34.460 --> 00:22:35.820 have both in our electronic

NOTE Confidence: 0.96967

00:22:35.820 --> 00:22:37.340 health record, and in other

NOTE Confidence: 0.96967

00:22:37.340 --> 00:22:37.840 sources.

NOTE Confidence: 0.97515273

00:22:38.595 --> 00:22:39.335 Another significant,

NOTE Confidence: 0.78914386

00:22:40.035 --> 00:22:42.115 investment, and recruitment was George

NOTE Confidence: 0.78914386

00:22:42.115 --> 00:22:42.855 L. Fakhry

NOTE Confidence: 0.88854516

00:22:43.475 --> 00:22:44.835 who was initially recruited to

NOTE Confidence: 0.88854516

00:22:44.835 --> 00:22:46.135 run our pet center,

NOTE Confidence: 0.9846326

00:22:46.835 --> 00:22:48.195 and we have now created

NOTE Confidence: 0.9846326

00:22:48.195 --> 00:22:50.054 a new, institute for biomedical

NOTE Confidence: 0.9539239

00:22:50.355 --> 00:22:52.270 imaging because, of course, we've

NOTE Confidence: 0.9539239

00:22:52.270 --> 00:22:53.790 had centers for MRI and

NOTE Confidence: 0.9539239

00:22:53.790 --> 00:22:55.390 PET, but now it's all

NOTE Confidence: 0.9539239

00:22:55.390 --> 00:22:57.070 multimodality. Right? People do these

NOTE Confidence: 0.9539239

00:22:57.070 --> 00:22:59.170 things together, so another investment.

NOTE Confidence: 0.9926484

00:22:59.869 --> 00:23:01.150 On the basic science side,

NOTE Confidence: 0.9926484

00:23:01.150 --> 00:23:02.910 investments in imaging at a

NOTE Confidence: 0.9926484

00:23:02.910 --> 00:23:04.210 very small level,

NOTE Confidence: 0.9829786

00:23:04.830 --> 00:23:06.210 using this technology,

NOTE Confidence: 0.6137122

00:23:06.670 --> 00:23:07.170 FibCEM,

NOTE Confidence: 0.9946762

00:23:07.905 --> 00:23:08.785 and you can see the

NOTE Confidence: 0.9946762

00:23:08.785 --> 00:23:09.285 resolution

NOTE Confidence: 0.94800246

00:23:09.585 --> 00:23:11.505 of, the cell biology that

NOTE Confidence: 0.94800246

00:23:11.505 --> 00:23:12.465 we can achieve with this

NOTE Confidence: 0.94800246

00:23:12.465 --> 00:23:13.765 led by, Seanju,

NOTE Confidence: 0.81152517

00:23:14.545 --> 00:23:15.525 and Song Peng.

NOTE Confidence: 0.88531333

00:23:17.025 --> 00:23:17.525 We've,

NOTE Confidence: 0.9776939

00:23:18.225 --> 00:23:19.984 again, believe very strongly that

NOTE Confidence: 0.9776939

00:23:19.984 --> 00:23:21.345 we need to translate this

NOTE Confidence: 0.9776939
00:23:21.345 --> 00:23:22.325 work in the clinic,
NOTE Confidence: 0.8607675
00:23:22.945 --> 00:23:23.345 and,
NOTE Confidence: 0.9942275
00:23:23.880 --> 00:23:26.140 we just resubmitted our CTSA,
NOTE Confidence: 0.94966495
00:23:26.440 --> 00:23:27.820 the the clinical trial,
NOTE Confidence: 0.96445125
00:23:29.480 --> 00:23:31.260 clinical translational science award.
NOTE Confidence: 0.97851354
00:23:32.040 --> 00:23:32.780 This work,
NOTE Confidence: 0.9566537
00:23:33.320 --> 00:23:34.920 has been led most recently
NOTE Confidence: 0.9566537
00:23:34.920 --> 00:23:35.900 by Dave Coleman,
NOTE Confidence: 0.98027414
00:23:36.244 --> 00:23:37.365 and he now, in addition
NOTE Confidence: 0.98027414
00:23:37.365 --> 00:23:38.405 to being the director of
NOTE Confidence: 0.98027414
00:23:38.405 --> 00:23:39.685 our Yale Center for Clinical
NOTE Confidence: 0.98027414
00:23:39.685 --> 00:23:41.525 Investigation, has a dual role
NOTE Confidence: 0.98027414
00:23:41.525 --> 00:23:42.665 in the health system,
NOTE Confidence: 0.9893817
00:23:43.445 --> 00:23:44.565 and is doing the work
NOTE Confidence: 0.9893817
00:23:44.565 --> 00:23:45.525 to make sure that we
NOTE Confidence: 0.9893817

00:23:45.525 --> 00:23:47.285 can offer research to every
NOTE Confidence: 0.9893817

00:23:47.285 --> 00:23:48.484 patient in the health system.
NOTE Confidence: 0.9893817

00:23:48.484 --> 00:23:50.309 This is our Yale IRB
NOTE Confidence: 0.9893817

00:23:50.309 --> 00:23:51.590 is now the IRB for
NOTE Confidence: 0.9893817

00:23:51.590 --> 00:23:52.809 the entire health system.
NOTE Confidence: 0.99654657

00:23:53.109 --> 00:23:53.850 It's simplifying,
NOTE Confidence: 0.9989134

00:23:54.150 --> 00:23:54.890 you know,
NOTE Confidence: 0.88876367

00:23:56.549 --> 00:23:58.330 clinical billing and some mundane
NOTE Confidence: 0.88876367

00:23:58.390 --> 00:23:58.890 things,
NOTE Confidence: 0.9989937

00:23:59.270 --> 00:24:01.450 but it's also giving nurses
NOTE Confidence: 0.97546554

00:24:01.750 --> 00:24:03.270 and staff within the health
NOTE Confidence: 0.97546554

00:24:03.270 --> 00:24:03.770 system,
NOTE Confidence: 0.9967015

00:24:04.525 --> 00:24:06.285 the inspiration to be engaged
NOTE Confidence: 0.9967015

00:24:06.285 --> 00:24:07.484 in this work and to
NOTE Confidence: 0.9967015

00:24:07.484 --> 00:24:09.325 feel pride in enrolling patients
NOTE Confidence: 0.9967015

00:24:09.325 --> 00:24:10.225 in these studies.

NOTE Confidence: 0.9547502

00:24:11.565 --> 00:24:13.085 Lots of investments in physician

NOTE Confidence: 0.9547502

00:24:13.085 --> 00:24:14.065 scientist development,

NOTE Confidence: 0.99689484

00:24:15.005 --> 00:24:16.125 and we'll talk about how

NOTE Confidence: 0.99689484

00:24:16.125 --> 00:24:17.405 we're supporting people in the

NOTE Confidence: 0.99689484

00:24:17.405 --> 00:24:18.205 current time,

NOTE Confidence: 0.9467662

00:24:18.740 --> 00:24:20.440 probably during question and answer,

NOTE Confidence: 0.9538622

00:24:20.900 --> 00:24:22.520 as well as, some,

NOTE Confidence: 0.93377143

00:24:24.020 --> 00:24:25.320 some cluster hires

NOTE Confidence: 0.991222

00:24:25.859 --> 00:24:28.100 focusing on bringing in the

NOTE Confidence: 0.991222

00:24:28.100 --> 00:24:29.480 best possible postdocs

NOTE Confidence: 0.98615634

00:24:29.780 --> 00:24:31.800 and really changing the model

NOTE Confidence: 0.9946021

00:24:32.244 --> 00:24:33.865 and offering them the opportunity

NOTE Confidence: 0.9946021

00:24:34.005 --> 00:24:35.524 to be retained on faculty

NOTE Confidence: 0.9946021

00:24:35.524 --> 00:24:36.965 after their postdoc based on

NOTE Confidence: 0.9946021

00:24:36.965 --> 00:24:38.744 the strength of their,

NOTE Confidence: 0.9570254

00:24:39.284 --> 00:24:40.024 their work.
NOTE Confidence: 0.93669873

00:24:40.565 --> 00:24:41.365 And this work is led
NOTE Confidence: 0.93669873

00:24:41.365 --> 00:24:42.965 by Ifat Levy and Kristen
NOTE Confidence: 0.93669873

00:24:42.965 --> 00:24:43.465 Brennan.
NOTE Confidence: 0.95742744

00:24:44.164 --> 00:24:45.544 I mentioned AI.
NOTE Confidence: 0.9442275

00:24:47.190 --> 00:24:47.690 About
NOTE Confidence: 0.9937355

00:24:48.630 --> 00:24:50.570 eighteen months ago, the provost,
NOTE Confidence: 0.97751135

00:24:51.029 --> 00:24:52.390 organized a field trip for
NOTE Confidence: 0.97751135

00:24:52.390 --> 00:24:53.909 the deans and the office
NOTE Confidence: 0.97751135

00:24:53.909 --> 00:24:55.350 of the provost to the
NOTE Confidence: 0.97751135

00:24:55.350 --> 00:24:57.029 Bay Area. And we spent
NOTE Confidence: 0.97751135

00:24:57.029 --> 00:24:58.809 about three days meeting with
NOTE Confidence: 0.97805876

00:24:59.109 --> 00:25:00.950 all of the companies engaged
NOTE Confidence: 0.97805876

00:25:00.950 --> 00:25:01.609 in AI,
NOTE Confidence: 0.9755077

00:25:02.365 --> 00:25:03.645 who very generously opened their
NOTE Confidence: 0.9755077

00:25:03.645 --> 00:25:05.085 doors. And the conversation is

NOTE Confidence: 0.9755077
00:25:05.164 --> 00:25:06.765 was what's the role for
NOTE Confidence: 0.9755077
00:25:06.765 --> 00:25:07.265 academia
NOTE Confidence: 0.96799994
00:25:07.725 --> 00:25:09.085 versus the role for industry,
NOTE Confidence: 0.96799994
00:25:09.085 --> 00:25:10.385 and how do we partner?
NOTE Confidence: 0.98803455
00:25:11.005 --> 00:25:11.885 When we came back to
NOTE Confidence: 0.98803455
00:25:11.885 --> 00:25:13.645 campus, he stood up this
NOTE Confidence: 0.98803455
00:25:13.645 --> 00:25:15.744 task force on artificial intelligence,
NOTE Confidence: 0.98803455
00:25:15.804 --> 00:25:17.085 and three of our faculty
NOTE Confidence: 0.98803455
00:25:17.085 --> 00:25:17.580 members
NOTE Confidence: 0.909688
00:25:18.140 --> 00:25:19.600 were on this task force.
NOTE Confidence: 0.99745524
00:25:20.220 --> 00:25:21.500 But we also set up
NOTE Confidence: 0.99745524
00:25:21.500 --> 00:25:22.559 faculty panels,
NOTE Confidence: 0.9600182
00:25:23.179 --> 00:25:24.460 in each of the schools.
NOTE Confidence: 0.9600182
00:25:24.460 --> 00:25:25.260 And in the school of
NOTE Confidence: 0.9600182
00:25:25.260 --> 00:25:27.260 medicine, we had two, one
NOTE Confidence: 0.9600182

00:25:27.260 --> 00:25:28.940 focused on basic science, one
NOTE Confidence: 0.9600182

00:25:28.940 --> 00:25:30.559 focused on clinical research.
NOTE Confidence: 0.9489326

00:25:31.285 --> 00:25:32.744 There was also an overarching
NOTE Confidence: 0.9489326

00:25:32.885 --> 00:25:34.725 panel focus two that are
NOTE Confidence: 0.9489326

00:25:34.725 --> 00:25:36.585 relevant, one focused on clinical
NOTE Confidence: 0.9489326

00:25:36.805 --> 00:25:37.305 care,
NOTE Confidence: 0.99944913

00:25:38.325 --> 00:25:40.505 and one focused on education
NOTE Confidence: 0.99944913

00:25:40.725 --> 00:25:41.705 across the campus.
NOTE Confidence: 0.92678404

00:25:42.645 --> 00:25:43.145 I,
NOTE Confidence: 0.9995636

00:25:43.980 --> 00:25:45.580 had the treat of sitting
NOTE Confidence: 0.9995636

00:25:45.580 --> 00:25:46.940 in with these panels as
NOTE Confidence: 0.9995636

00:25:46.940 --> 00:25:48.640 they were preparing their work
NOTE Confidence: 0.94945073

00:25:49.020 --> 00:25:50.000 and realizing
NOTE Confidence: 0.99976903

00:25:50.300 --> 00:25:50.800 that
NOTE Confidence: 0.99941874

00:25:51.580 --> 00:25:52.320 we were
NOTE Confidence: 0.99716514

00:25:52.859 --> 00:25:54.300 really quite far ahead in

NOTE Confidence: 0.99716514
00:25:54.300 --> 00:25:54.800 AI
NOTE Confidence: 0.9852898
00:25:55.355 --> 00:25:56.815 through the work of innovative
NOTE Confidence: 0.9852898
00:25:56.955 --> 00:25:58.475 young scientists who weren't waiting
NOTE Confidence: 0.9852898
00:25:58.475 --> 00:25:59.994 for anybody to do strategic
NOTE Confidence: 0.9852898
00:25:59.994 --> 00:26:01.595 planning. They'd already done this,
NOTE Confidence: 0.9852898
00:26:01.595 --> 00:26:02.635 and we were catching up
NOTE Confidence: 0.9852898
00:26:02.635 --> 00:26:03.295 with them.
NOTE Confidence: 0.99714977
00:26:03.675 --> 00:26:04.635 And so to give you
NOTE Confidence: 0.99714977
00:26:04.635 --> 00:26:05.455 some examples,
NOTE Confidence: 0.8046763
00:26:06.155 --> 00:26:07.215 Rohan Cara
NOTE Confidence: 0.997015
00:26:07.515 --> 00:26:08.335 is a cardiologist.
NOTE Confidence: 0.9966405
00:26:08.960 --> 00:26:10.400 He has now an FDA
NOTE Confidence: 0.9966405
00:26:10.400 --> 00:26:11.220 approved application
NOTE Confidence: 0.9755029
00:26:11.840 --> 00:26:12.800 where he can take the
NOTE Confidence: 0.9755029
00:26:12.800 --> 00:26:14.000 EKG off your,
NOTE Confidence: 0.95043266

00:26:14.880 --> 00:26:16.020 if you have an iWatch
NOTE Confidence: 0.969635

00:26:16.800 --> 00:26:18.640 and can diagnose structural heart
NOTE Confidence: 0.969635

00:26:18.640 --> 00:26:19.140 disease
NOTE Confidence: 0.9998198

00:26:19.680 --> 00:26:20.820 with better sensitivity
NOTE Confidence: 0.9991897

00:26:21.200 --> 00:26:22.180 than an echo.
NOTE Confidence: 0.97615683

00:26:23.735 --> 00:26:24.935 That's pretty amazing, and so
NOTE Confidence: 0.97615683

00:26:24.935 --> 00:26:26.135 we're thinking about how we
NOTE Confidence: 0.97615683

00:26:26.375 --> 00:26:27.435 what we do with that.
NOTE Confidence: 0.6862819

00:26:28.935 --> 00:26:29.994 Sanjay Anidra
NOTE Confidence: 0.8943156

00:26:30.295 --> 00:26:30.535 is,
NOTE Confidence: 0.99895793

00:26:31.175 --> 00:26:32.235 can look at
NOTE Confidence: 0.9814481

00:26:32.695 --> 00:26:33.275 a CT
NOTE Confidence: 0.94387275

00:26:33.975 --> 00:26:35.095 of the chest in somebody
NOTE Confidence: 0.94387275

00:26:35.095 --> 00:26:36.555 with lung cancer and using
NOTE Confidence: 0.94387275

00:26:36.615 --> 00:26:38.155 AI, enhance the prognostic
NOTE Confidence: 0.9531571

00:26:39.160 --> 00:26:40.920 value of their genetic the

NOTE Confidence: 0.9531571

00:26:40.920 --> 00:26:42.220 genetics of their tumor.

NOTE Confidence: 0.9693869

00:26:43.000 --> 00:26:43.960 The list goes on and

NOTE Confidence: 0.9693869

00:26:43.960 --> 00:26:44.440 on.

NOTE Confidence: 0.9745669

00:26:44.760 --> 00:26:45.720 You know, in terms of

NOTE Confidence: 0.9745669

00:26:45.720 --> 00:26:47.560 developing drug targets, our basic

NOTE Confidence: 0.9745669

00:26:47.560 --> 00:26:48.840 scientists are using all sorts

NOTE Confidence: 0.9745669

00:26:48.840 --> 00:26:49.820 of credit critical,

NOTE Confidence: 0.9996817

00:26:50.440 --> 00:26:50.940 tools.

NOTE Confidence: 0.99861956

00:26:51.800 --> 00:26:53.660 Out of those panels came

NOTE Confidence: 0.9662803

00:26:54.805 --> 00:26:55.845 a thought about what we

NOTE Confidence: 0.9662803

00:26:55.845 --> 00:26:57.125 needed here on campus. And

NOTE Confidence: 0.9662803

00:26:57.125 --> 00:26:58.345 the biggest thing we needed,

NOTE Confidence: 0.9501703

00:26:58.645 --> 00:27:00.085 as everybody does, if you

NOTE Confidence: 0.9501703

00:27:00.085 --> 00:27:02.105 ask anybody engaged in computational

NOTE Confidence: 0.9501703

00:27:02.165 --> 00:27:03.305 work, is I need more

NOTE Confidence: 0.9501703

00:27:03.605 --> 00:27:04.105 compute.
NOTE Confidence: 0.9695222

00:27:04.565 --> 00:27:05.925 And so the the,
NOTE Confidence: 0.9927228

00:27:06.740 --> 00:27:08.180 provost has made a significant
NOTE Confidence: 0.9927228

00:27:08.180 --> 00:27:10.580 investment in computational power. We're
NOTE Confidence: 0.9927228

00:27:10.580 --> 00:27:11.700 also thinking about how we
NOTE Confidence: 0.9927228

00:27:11.700 --> 00:27:13.460 train people differently. We understand
NOTE Confidence: 0.9927228

00:27:13.460 --> 00:27:15.060 that someone who does a
NOTE Confidence: 0.9927228

00:27:15.060 --> 00:27:16.820 PhD in biology also has
NOTE Confidence: 0.9927228

00:27:16.820 --> 00:27:18.180 to understand enough compute to
NOTE Confidence: 0.9927228

00:27:18.180 --> 00:27:19.320 be able to be bilingual.
NOTE Confidence: 0.920925

00:27:19.744 --> 00:27:21.345 And conversely, somebody who's here
NOTE Confidence: 0.920925

00:27:21.345 --> 00:27:22.305 to do a p a
NOTE Confidence: 0.920925

00:27:22.305 --> 00:27:24.165 PhD in in computer science
NOTE Confidence: 0.9949501

00:27:24.465 --> 00:27:25.425 needs to be side by
NOTE Confidence: 0.9949501

00:27:25.425 --> 00:27:27.105 side with biologists to understand
NOTE Confidence: 0.9949501

00:27:27.105 --> 00:27:28.065 what the questions are and

NOTE Confidence: 0.9949501
00:27:28.065 --> 00:27:29.045 how to answer them.
NOTE Confidence: 0.97530055
00:27:30.225 --> 00:27:30.465 The,
NOTE Confidence: 0.99818504
00:27:31.905 --> 00:27:32.565 the last
NOTE Confidence: 0.9974428
00:27:33.210 --> 00:27:34.650 thing I'll say about research
NOTE Confidence: 0.9974428
00:27:34.650 --> 00:27:35.130 is that,
NOTE Confidence: 0.98887324
00:27:36.090 --> 00:27:37.710 we are pretty space constrained
NOTE Confidence: 0.98887324
00:27:37.929 --> 00:27:39.130 in terms of our NIH
NOTE Confidence: 0.98887324
00:27:39.130 --> 00:27:40.169 funding, and you may not
NOTE Confidence: 0.98887324
00:27:40.169 --> 00:27:41.290 believe that when you look
NOTE Confidence: 0.98887324
00:27:41.290 --> 00:27:42.330 and see the buildings that
NOTE Confidence: 0.98887324
00:27:42.330 --> 00:27:42.990 are here
NOTE Confidence: 0.997636
00:27:43.450 --> 00:27:44.410 compared to when you were
NOTE Confidence: 0.997636
00:27:44.410 --> 00:27:44.910 here.
NOTE Confidence: 0.9581768
00:27:45.450 --> 00:27:46.809 Several of these buildings, the
NOTE Confidence: 0.9581768
00:27:46.809 --> 00:27:49.455 tall glass ish buildings, one
NOTE Confidence: 0.9581768

00:27:49.455 --> 00:27:50.655 hundred College and one zero
NOTE Confidence: 0.9581768

00:27:50.655 --> 00:27:52.255 one College, are not owned
NOTE Confidence: 0.9581768

00:27:52.255 --> 00:27:53.775 by the university. They're built
NOTE Confidence: 0.9581768

00:27:53.775 --> 00:27:55.535 by developers, which allows them
NOTE Confidence: 0.9581768

00:27:55.535 --> 00:27:56.415 to stay on the New
NOTE Confidence: 0.9581768

00:27:56.415 --> 00:27:57.635 Haven tax rolls
NOTE Confidence: 0.95617294

00:27:58.255 --> 00:28:00.015 where we lease space in
NOTE Confidence: 0.95617294

00:28:00.015 --> 00:28:01.455 those buildings. So we are
NOTE Confidence: 0.95617294

00:28:01.455 --> 00:28:02.734 side by side with some
NOTE Confidence: 0.95617294

00:28:02.734 --> 00:28:04.590 start ups. That's actually not
NOTE Confidence: 0.95617294

00:28:04.590 --> 00:28:05.950 a bad arrangement because when
NOTE Confidence: 0.95617294

00:28:05.950 --> 00:28:06.690 our faculty
NOTE Confidence: 0.98447937

00:28:07.310 --> 00:28:08.430 innovate and and do a
NOTE Confidence: 0.98447937

00:28:08.430 --> 00:28:09.630 startup, they can be on
NOTE Confidence: 0.98447937

00:28:09.630 --> 00:28:10.830 different floors of the same
NOTE Confidence: 0.98447937

00:28:10.830 --> 00:28:11.330 building,

NOTE Confidence: 0.96659446
00:28:11.630 --> 00:28:13.090 and it creates a collaboration
NOTE Confidence: 0.96659446
00:28:13.230 --> 00:28:14.430 with industry in a in
NOTE Confidence: 0.96659446
00:28:14.430 --> 00:28:15.090 a biotech
NOTE Confidence: 0.94056064
00:28:16.205 --> 00:28:17.565 environment here in New Haven,
NOTE Confidence: 0.94056064
00:28:17.565 --> 00:28:18.865 which we badly needed.
NOTE Confidence: 0.98922825
00:28:20.365 --> 00:28:20.865 But
NOTE Confidence: 0.97159845
00:28:21.405 --> 00:28:23.405 it's still fairly limited, and,
NOTE Confidence: 0.9916036
00:28:23.885 --> 00:28:25.265 we have been engaged
NOTE Confidence: 0.9815571
00:28:25.885 --> 00:28:26.785 in a master,
NOTE Confidence: 0.99923676
00:28:27.165 --> 00:28:27.984 space plan.
NOTE Confidence: 0.86030626
00:28:28.710 --> 00:28:29.369 We have,
NOTE Confidence: 0.99568695
00:28:30.390 --> 00:28:32.070 high aspirations. We are building
NOTE Confidence: 0.99568695
00:28:32.070 --> 00:28:33.210 out space in this,
NOTE Confidence: 0.92214763
00:28:33.750 --> 00:28:35.270 commercially built building one zero
NOTE Confidence: 0.92214763
00:28:35.270 --> 00:28:35.929 one college.
NOTE Confidence: 0.9985646

00:28:36.390 --> 00:28:37.990 We have aspirations to build
NOTE Confidence: 0.9985646

00:28:37.990 --> 00:28:38.890 a new building,
NOTE Confidence: 0.96931237

00:28:39.429 --> 00:28:40.870 which would serve both as
NOTE Confidence: 0.96931237

00:28:41.404 --> 00:28:42.605 it's actually would be two
NOTE Confidence: 0.96931237

00:28:42.605 --> 00:28:44.304 connected building to serve as,
NOTE Confidence: 0.921917

00:28:45.245 --> 00:28:46.205 a a new home for
NOTE Confidence: 0.921917

00:28:46.205 --> 00:28:47.965 the newly independent school of
NOTE Confidence: 0.921917

00:28:47.965 --> 00:28:48.465 public
NOTE Confidence: 0.9694039

00:28:48.845 --> 00:28:50.284 health, but also significant wet
NOTE Confidence: 0.9694039

00:28:50.284 --> 00:28:51.885 lab space for the school
NOTE Confidence: 0.9694039

00:28:51.885 --> 00:28:52.544 of medicine.
NOTE Confidence: 0.98675877

00:28:53.005 --> 00:28:53.325 And,
NOTE Confidence: 0.99149334

00:28:53.885 --> 00:28:55.245 we'll have to see what
NOTE Confidence: 0.99149334

00:28:55.245 --> 00:28:56.144 happens financially,
NOTE Confidence: 0.98934484

00:28:56.860 --> 00:28:57.980 given what's going on with
NOTE Confidence: 0.98934484

00:28:57.980 --> 00:28:59.659 NIH funding, what the timing

NOTE Confidence: 0.98934484

00:28:59.659 --> 00:29:00.940 of this is, but, it

NOTE Confidence: 0.98934484

00:29:00.940 --> 00:29:01.919 is an aspiration.

NOTE Confidence: 0.99369264

00:29:03.179 --> 00:29:04.620 And, and just to say

NOTE Confidence: 0.99369264

00:29:04.620 --> 00:29:05.419 that we have,

NOTE Confidence: 0.9900403

00:29:06.220 --> 00:29:08.779 recruited a fantastic scientific advisory

NOTE Confidence: 0.9900403

00:29:08.779 --> 00:29:09.225 board,

NOTE Confidence: 0.99688405

00:29:09.785 --> 00:29:11.145 who meets with us once

NOTE Confidence: 0.99688405

00:29:11.145 --> 00:29:12.585 a year and advises us

NOTE Confidence: 0.99688405

00:29:12.585 --> 00:29:13.865 on the decisions that we're

NOTE Confidence: 0.99688405

00:29:13.865 --> 00:29:14.605 making and,

NOTE Confidence: 0.97779256

00:29:15.145 --> 00:29:16.664 our strategic thinking and,

NOTE Confidence: 0.98973405

00:29:17.385 --> 00:29:18.825 several alums on this board.

NOTE Confidence: 0.98973405

00:29:18.825 --> 00:29:19.485 In fact,

NOTE Confidence: 0.98631376

00:29:20.424 --> 00:29:21.865 the majority of people on

NOTE Confidence: 0.98631376

00:29:21.865 --> 00:29:23.225 this board have some connection

NOTE Confidence: 0.98631376

00:29:23.225 --> 00:29:24.800 to Yale School of Medicine,
NOTE Confidence: 0.98631376

00:29:24.800 --> 00:29:26.080 which we didn't always know
NOTE Confidence: 0.98631376

00:29:26.080 --> 00:29:27.440 when we first invited them.
NOTE Confidence: 0.98631376

00:29:27.440 --> 00:29:29.460 So, that's been really fun.
NOTE Confidence: 0.97758836

00:29:30.240 --> 00:29:31.280 Let me talk about our
NOTE Confidence: 0.97758836

00:29:31.280 --> 00:29:32.480 clinical mission and just the
NOTE Confidence: 0.97758836

00:29:32.480 --> 00:29:33.840 alignment work that we are,
NOTE Confidence: 0.9786177

00:29:34.320 --> 00:29:34.820 doing.
NOTE Confidence: 0.8578949

00:29:35.360 --> 00:29:36.500 Those of you who
NOTE Confidence: 0.98638356

00:29:38.245 --> 00:29:39.284 have been here over many
NOTE Confidence: 0.98638356

00:29:39.284 --> 00:29:41.544 different years understand that
NOTE Confidence: 0.9832034

00:29:42.164 --> 00:29:43.605 the relationship between the Yale
NOTE Confidence: 0.9832034

00:29:43.605 --> 00:29:45.044 New Haven Health System and
NOTE Confidence: 0.9832034

00:29:45.044 --> 00:29:46.265 the Yale School of Medicine
NOTE Confidence: 0.9832034

00:29:46.404 --> 00:29:48.164 has been bumpy over the
NOTE Confidence: 0.9832034

00:29:48.164 --> 00:29:48.664 years,

NOTE Confidence: 0.9764232
00:29:49.205 --> 00:29:50.664 but has been getting consistently
NOTE Confidence: 0.9764232
00:29:50.804 --> 00:29:51.304 better.
NOTE Confidence: 0.9701668
00:29:52.890 --> 00:29:54.270 When I came in
NOTE Confidence: 0.89372224
00:29:54.570 --> 00:29:55.850 in two thousand and then
NOTE Confidence: 0.89372224
00:29:55.850 --> 00:29:56.350 subsequently,
NOTE Confidence: 0.9618693
00:29:57.210 --> 00:29:58.970 Chris O'Connor became CEO of
NOTE Confidence: 0.9618693
00:29:58.970 --> 00:29:59.930 the Yale New Haven Health
NOTE Confidence: 0.9618693
00:29:59.930 --> 00:30:00.430 System,
NOTE Confidence: 0.9773805
00:30:01.050 --> 00:30:02.030 we really,
NOTE Confidence: 0.9953771
00:30:02.650 --> 00:30:05.210 committed to working on making
NOTE Confidence: 0.9953771
00:30:05.210 --> 00:30:06.830 this a much more aligned
NOTE Confidence: 0.9953771
00:30:06.890 --> 00:30:07.390 relationship,
NOTE Confidence: 0.98779076
00:30:07.690 --> 00:30:10.245 understanding that we were interdependent.
NOTE Confidence: 0.97808695
00:30:11.825 --> 00:30:13.045 And so we,
NOTE Confidence: 0.9995737
00:30:13.665 --> 00:30:14.965 created our first
NOTE Confidence: 0.93250203

00:30:15.265 --> 00:30:16.645 joint strategic plan.
NOTE Confidence: 0.9757849

00:30:17.345 --> 00:30:17.845 And,
NOTE Confidence: 0.99394137

00:30:18.385 --> 00:30:19.585 much of what we're doing
NOTE Confidence: 0.99394137

00:30:19.585 --> 00:30:21.425 there is focused on the,
NOTE Confidence: 0.99394137

00:30:21.745 --> 00:30:22.245 clinical
NOTE Confidence: 0.94772214

00:30:22.570 --> 00:30:24.830 programs, building our destination services,
NOTE Confidence: 0.9435346

00:30:25.690 --> 00:30:26.430 but also,
NOTE Confidence: 0.98611474

00:30:26.970 --> 00:30:28.570 that work that that Dave
NOTE Confidence: 0.98611474

00:30:28.570 --> 00:30:30.170 Coleman is doing to,
NOTE Confidence: 0.99904126

00:30:30.650 --> 00:30:31.150 create
NOTE Confidence: 0.9941746

00:30:31.450 --> 00:30:33.230 infrastructure for clinical research,
NOTE Confidence: 0.9221034

00:30:34.090 --> 00:30:35.230 comes out of the strategic
NOTE Confidence: 0.9221034

00:30:35.290 --> 00:30:35.790 plan.
NOTE Confidence: 0.9693638

00:30:36.184 --> 00:30:37.145 So does a lot of
NOTE Confidence: 0.9693638

00:30:37.145 --> 00:30:38.585 the educational work and ensuring
NOTE Confidence: 0.9693638

00:30:38.585 --> 00:30:39.625 that the education in the

NOTE Confidence: 0.9693638
00:30:39.625 --> 00:30:40.745 clinical setting is all that
NOTE Confidence: 0.9693638
00:30:40.745 --> 00:30:41.485 it can be.
NOTE Confidence: 0.9984468
00:30:41.945 --> 00:30:43.065 So these are things that
NOTE Confidence: 0.9984468
00:30:43.065 --> 00:30:45.005 we're now working toward together.
NOTE Confidence: 0.99811614
00:30:46.105 --> 00:30:46.845 We also
NOTE Confidence: 0.99996275
00:30:48.720 --> 00:30:49.220 restructured
NOTE Confidence: 0.90023863
00:30:49.679 --> 00:30:50.179 our,
NOTE Confidence: 0.98944765
00:30:51.760 --> 00:30:53.380 our clinical program.
NOTE Confidence: 0.9893791
00:30:53.920 --> 00:30:54.960 So we have, as you
NOTE Confidence: 0.9893791
00:30:54.960 --> 00:30:57.040 know, a faculty practice plan,
NOTE Confidence: 0.9893791
00:30:57.040 --> 00:30:57.940 and we,
NOTE Confidence: 0.9749818
00:30:58.800 --> 00:31:00.080 and it's very important that
NOTE Confidence: 0.9749818
00:31:00.080 --> 00:31:01.895 that is the practice plan
NOTE Confidence: 0.9749818
00:31:01.895 --> 00:31:03.255 of the school owned and
NOTE Confidence: 0.9749818
00:31:03.255 --> 00:31:04.554 operated by the school.
NOTE Confidence: 0.98207957

00:31:05.015 --> 00:31:06.775 The health system had developed
NOTE Confidence: 0.98207957

00:31:06.775 --> 00:31:08.375 Northeast Medical Group as an
NOTE Confidence: 0.98207957

00:31:08.375 --> 00:31:09.755 employed practice plan
NOTE Confidence: 0.9522478

00:31:10.215 --> 00:31:11.575 initially to fill the gap
NOTE Confidence: 0.9522478

00:31:11.575 --> 00:31:13.674 with primary care. But as
NOTE Confidence: 0.998929

00:31:13.975 --> 00:31:15.115 time had passed,
NOTE Confidence: 0.992897

00:31:15.590 --> 00:31:16.790 we were finding that there
NOTE Confidence: 0.992897

00:31:16.790 --> 00:31:17.530 were often
NOTE Confidence: 0.88612866

00:31:19.030 --> 00:31:19.930 there was competition
NOTE Confidence: 0.9655623

00:31:20.550 --> 00:31:22.310 in recruiting whether to recruit
NOTE Confidence: 0.9655623

00:31:22.310 --> 00:31:23.850 to faculty or to NEMG.
NOTE Confidence: 0.9655623

00:31:24.070 --> 00:31:25.930 And to be recruiting within
NOTE Confidence: 0.98827094

00:31:26.710 --> 00:31:29.030 our own academic health network
NOTE Confidence: 0.98827094

00:31:29.030 --> 00:31:30.675 just didn't make sense. So
NOTE Confidence: 0.98827094

00:31:30.675 --> 00:31:32.615 we've created an aligned clinician
NOTE Confidence: 0.98827094

00:31:32.755 --> 00:31:34.195 enterprise, which is led by

NOTE Confidence: 0.98827094

00:31:34.195 --> 00:31:35.015 Peg McGovern.

NOTE Confidence: 0.99385023

00:31:35.715 --> 00:31:36.755 And in that role, she

NOTE Confidence: 0.99385023

00:31:36.755 --> 00:31:38.035 has dual reporting to me

NOTE Confidence: 0.99385023

00:31:38.035 --> 00:31:39.175 and to Chris O'Connor

NOTE Confidence: 0.9507894

00:31:40.195 --> 00:31:41.635 that brings these two groups

NOTE Confidence: 0.9507894

00:31:41.635 --> 00:31:43.655 together still with separate employment

NOTE Confidence: 0.9507894

00:31:43.875 --> 00:31:44.375 structure,

NOTE Confidence: 0.99870515

00:31:44.720 --> 00:31:45.620 but where we've defined

NOTE Confidence: 0.9705989

00:31:46.640 --> 00:31:47.920 what you know, the obvious

NOTE Confidence: 0.9705989

00:31:47.920 --> 00:31:48.840 thing is when should come

NOTE Confidence: 0.9705989

00:31:48.960 --> 00:31:50.400 somebody join the faculty practice

NOTE Confidence: 0.9705989

00:31:50.400 --> 00:31:51.920 plan. It's when they're engaged

NOTE Confidence: 0.9705989

00:31:51.920 --> 00:31:53.520 in education and they're engaged

NOTE Confidence: 0.9705989

00:31:53.600 --> 00:31:54.980 or they're engaged in research,

NOTE Confidence: 0.8935744

00:31:55.440 --> 00:31:55.940 etcetera.

NOTE Confidence: 0.99162537

00:31:56.400 --> 00:31:57.360 And where there's now
NOTE Confidence: 0.9972132

00:31:58.595 --> 00:32:00.435 the chairs are truly chiefs
NOTE Confidence: 0.9972132

00:32:00.435 --> 00:32:01.635 across the health system and
NOTE Confidence: 0.9972132

00:32:01.635 --> 00:32:02.775 have line of sight
NOTE Confidence: 0.9843163

00:32:03.075 --> 00:32:04.675 over quality of clinical care,
NOTE Confidence: 0.9843163

00:32:04.675 --> 00:32:06.755 whether physicians are within the
NOTE Confidence: 0.9843163

00:32:06.755 --> 00:32:08.595 faculty practice plan or in
NOTE Confidence: 0.9843163

00:32:08.595 --> 00:32:09.735 other practice plans.
NOTE Confidence: 0.95105416

00:32:10.355 --> 00:32:11.875 It's not linear. You know,
NOTE Confidence: 0.95105416

00:32:11.875 --> 00:32:13.315 we are every day,
NOTE Confidence: 0.9320339

00:32:13.715 --> 00:32:15.590 doing this better, and every
NOTE Confidence: 0.9320339

00:32:15.590 --> 00:32:16.710 once in a while, there's
NOTE Confidence: 0.9320339

00:32:16.710 --> 00:32:17.910 a gap and we realize
NOTE Confidence: 0.9320339

00:32:17.910 --> 00:32:19.110 we got something wrong. But
NOTE Confidence: 0.9320339

00:32:19.110 --> 00:32:19.910 it is really,
NOTE Confidence: 0.85899186

00:32:20.390 --> 00:32:21.450 I I think surpassing

NOTE Confidence: 0.9331541

00:32:21.990 --> 00:32:23.590 certainly my expectations at this

NOTE Confidence: 0.9331541

00:32:23.590 --> 00:32:24.090 point.

NOTE Confidence: 0.9560124

00:32:24.630 --> 00:32:26.230 We also revised our funds

NOTE Confidence: 0.9560124

00:32:26.230 --> 00:32:27.830 flow. We had had a

NOTE Confidence: 0.9560124

00:32:27.830 --> 00:32:28.890 series of

NOTE Confidence: 0.98791265

00:32:30.365 --> 00:32:31.105 one off

NOTE Confidence: 0.94897765

00:32:31.725 --> 00:32:33.485 negotiation, sometimes down to the

NOTE Confidence: 0.94897765

00:32:33.485 --> 00:32:34.385 physician level,

NOTE Confidence: 0.985058

00:32:35.165 --> 00:32:37.165 that had perverse incentives in

NOTE Confidence: 0.985058

00:32:37.165 --> 00:32:38.525 it. So, for example, during

NOTE Confidence: 0.985058

00:32:38.525 --> 00:32:39.025 COVID,

NOTE Confidence: 0.9780617

00:32:39.885 --> 00:32:41.245 the health system paid us

NOTE Confidence: 0.9780617

00:32:41.245 --> 00:32:41.745 more,

NOTE Confidence: 0.9962457

00:32:43.929 --> 00:32:45.770 because, because they were obligated

NOTE Confidence: 0.9962457

00:32:45.770 --> 00:32:47.529 by the deficit funding agreements

NOTE Confidence: 0.9962457

00:32:47.529 --> 00:32:48.730 we have. We now have
NOTE Confidence: 0.9962457

00:32:48.730 --> 00:32:49.630 aligned incentives.
NOTE Confidence: 0.9182212

00:32:50.090 --> 00:32:51.150 It's very predictable.
NOTE Confidence: 0.97229666

00:32:51.770 --> 00:32:52.590 And both,
NOTE Confidence: 0.99831486

00:32:53.529 --> 00:32:54.029 our
NOTE Confidence: 0.9795306

00:32:55.755 --> 00:32:57.035 numbers and the health system
NOTE Confidence: 0.9795306

00:32:57.035 --> 00:32:58.715 numbers have have increased. And
NOTE Confidence: 0.9795306

00:32:58.715 --> 00:32:59.215 so
NOTE Confidence: 0.9714235

00:32:59.515 --> 00:33:01.195 the departments now have more
NOTE Confidence: 0.9714235

00:33:01.195 --> 00:33:03.375 revenue to use on academic
NOTE Confidence: 0.9714235

00:33:03.515 --> 00:33:05.135 mission like research and education.
NOTE Confidence: 0.9855829

00:33:05.675 --> 00:33:06.715 And I'm not gonna go
NOTE Confidence: 0.9855829

00:33:06.715 --> 00:33:07.855 through all the details.
NOTE Confidence: 0.986311

00:33:09.000 --> 00:33:09.880 I do wanna say a
NOTE Confidence: 0.986311

00:33:09.880 --> 00:33:11.160 little bit about funding the
NOTE Confidence: 0.986311

00:33:11.160 --> 00:33:11.660 future.

NOTE Confidence: 0.9958255

00:33:12.600 --> 00:33:13.900 You know, we have

NOTE Confidence: 0.9857506

00:33:15.640 --> 00:33:16.760 if you think about an

NOTE Confidence: 0.9857506

00:33:16.760 --> 00:33:18.440 academic school of medicine and

NOTE Confidence: 0.9857506

00:33:18.440 --> 00:33:19.880 an academic health system, a

NOTE Confidence: 0.9857506

00:33:19.880 --> 00:33:21.240 very large proportion of our

NOTE Confidence: 0.9857506

00:33:21.240 --> 00:33:22.600 funding comes from the federal

NOTE Confidence: 0.9857506

00:33:22.600 --> 00:33:23.100 government.

NOTE Confidence: 0.982456

00:33:23.615 --> 00:33:24.815 About fifty five percent of

NOTE Confidence: 0.982456

00:33:24.815 --> 00:33:26.495 our clinical revenue of our

NOTE Confidence: 0.982456

00:33:26.495 --> 00:33:27.775 revenue is from the clinical

NOTE Confidence: 0.982456

00:33:27.775 --> 00:33:28.275 practice.

NOTE Confidence: 0.9885945

00:33:28.655 --> 00:33:29.695 About two thirds of that

NOTE Confidence: 0.9885945

00:33:29.695 --> 00:33:30.915 is Medicaid or Medicare.

NOTE Confidence: 0.9753968

00:33:31.455 --> 00:33:32.735 Thirty five percent of our

NOTE Confidence: 0.9753968

00:33:32.735 --> 00:33:34.195 revenue comes from the endowment,

NOTE Confidence: 0.9753968

00:33:34.255 --> 00:33:35.375 which may be taxed at
NOTE Confidence: 0.9753968

00:33:35.375 --> 00:33:36.435 a very high,
NOTE Confidence: 0.93264663

00:33:37.135 --> 00:33:38.335 I'm sorry, comes from our
NOTE Confidence: 0.93264663

00:33:38.335 --> 00:33:40.380 research, which in which indirects
NOTE Confidence: 0.93264663

00:33:40.380 --> 00:33:42.080 are may be cut significantly.
NOTE Confidence: 0.9866485

00:33:42.620 --> 00:33:44.140 And then, about eight percent
NOTE Confidence: 0.9866485

00:33:44.140 --> 00:33:44.860 come for the school of
NOTE Confidence: 0.9866485

00:33:44.860 --> 00:33:46.220 medicine comes from endowment, which
NOTE Confidence: 0.9866485

00:33:46.220 --> 00:33:47.840 may have a high, increase
NOTE Confidence: 0.9866485

00:33:47.900 --> 00:33:48.640 in tax.
NOTE Confidence: 0.9779523

00:33:49.260 --> 00:33:50.540 We have to diversify our
NOTE Confidence: 0.9779523

00:33:50.540 --> 00:33:51.600 funding portfolio,
NOTE Confidence: 0.9967499

00:33:52.135 --> 00:33:53.174 and we have to work
NOTE Confidence: 0.9967499

00:33:53.174 --> 00:33:55.015 differently. There's there's no way
NOTE Confidence: 0.9967499

00:33:55.015 --> 00:33:56.375 to make up the difference
NOTE Confidence: 0.9967499

00:33:56.375 --> 00:33:58.054 if if federal funding is

NOTE Confidence: 0.9967499

00:33:58.054 --> 00:33:59.655 significantly cut other than by

NOTE Confidence: 0.9967499

00:33:59.655 --> 00:34:00.395 working differently.

NOTE Confidence: 0.9655875

00:34:01.095 --> 00:34:02.615 But to that end, you

NOTE Confidence: 0.9655875

00:34:02.615 --> 00:34:03.655 know, I think I'm really

NOTE Confidence: 0.9655875

00:34:03.655 --> 00:34:05.335 delighted that Megan Fay joined

NOTE Confidence: 0.9655875

00:34:05.335 --> 00:34:05.910 us as

NOTE Confidence: 0.9657879

00:34:06.870 --> 00:34:08.390 our, associate VP for,

NOTE Confidence: 0.9685997

00:34:09.110 --> 00:34:10.730 development and alumni affairs

NOTE Confidence: 0.96114314

00:34:11.190 --> 00:34:12.870 just seven months ago. And,

NOTE Confidence: 0.98217595

00:34:13.350 --> 00:34:14.790 we are seeing people really

NOTE Confidence: 0.98217595

00:34:14.790 --> 00:34:16.390 step up to support our

NOTE Confidence: 0.98217595

00:34:16.390 --> 00:34:18.570 research mission, our young faculty,

NOTE Confidence: 0.9949505

00:34:19.190 --> 00:34:20.570 very, very proud of that.

NOTE Confidence: 0.97290814

00:34:21.295 --> 00:34:22.094 Of course, we're in the

NOTE Confidence: 0.97290814

00:34:22.094 --> 00:34:23.855 midst of a campaign, and,

NOTE Confidence: 0.9887707

00:34:24.975 --> 00:34:26.415 I would encourage you, if
NOTE Confidence: 0.9887707

00:34:26.415 --> 00:34:27.455 you haven't, to look at
NOTE Confidence: 0.9887707

00:34:27.455 --> 00:34:28.735 these web pages and the
NOTE Confidence: 0.9887707

00:34:28.735 --> 00:34:30.335 wonderful materials about the work
NOTE Confidence: 0.9887707

00:34:30.335 --> 00:34:31.295 that we are doing in
NOTE Confidence: 0.9887707

00:34:31.295 --> 00:34:32.435 each of these areas.
NOTE Confidence: 0.9751565

00:34:33.350 --> 00:34:34.790 And then I will just
NOTE Confidence: 0.9751565

00:34:34.790 --> 00:34:36.070 highlight again, as I did
NOTE Confidence: 0.9751565

00:34:36.070 --> 00:34:36.890 last night,
NOTE Confidence: 0.9759653

00:34:37.430 --> 00:34:39.130 the generosity of this group,
NOTE Confidence: 0.9665287

00:34:39.510 --> 00:34:40.010 and,
NOTE Confidence: 0.9933162

00:34:40.310 --> 00:34:41.430 I think so much so
NOTE Confidence: 0.9933162

00:34:41.430 --> 00:34:41.910 that,
NOTE Confidence: 0.9507414

00:34:42.230 --> 00:34:43.910 at the national double AMC
NOTE Confidence: 0.9507414

00:34:43.910 --> 00:34:45.530 meeting, this was featured as
NOTE Confidence: 0.98122215

00:34:45.855 --> 00:34:47.155 a standout for,

NOTE Confidence: 0.98236126

00:34:47.535 --> 00:34:48.975 our the generosity of our

NOTE Confidence: 0.98236126

00:34:48.975 --> 00:34:50.114 alumni. And so,

NOTE Confidence: 0.9806964

00:34:50.575 --> 00:34:51.695 our alumni this year have

NOTE Confidence: 0.9806964

00:34:51.695 --> 00:34:53.215 raised you've raised eleven point

NOTE Confidence: 0.9806964

00:34:53.215 --> 00:34:55.315 seven million and and, really,

NOTE Confidence: 0.9630341

00:34:56.255 --> 00:34:57.375 it's quite amazing. And as

NOTE Confidence: 0.9630341

00:34:57.375 --> 00:34:58.255 I said, we've been able

NOTE Confidence: 0.9630341

00:34:58.255 --> 00:34:59.555 to to match our

NOTE Confidence: 0.9305259

00:35:03.590 --> 00:35:05.850 our provost's generous fifty million,

NOTE Confidence: 0.99001956

00:35:06.870 --> 00:35:07.770 gift. So

NOTE Confidence: 0.99804366

00:35:08.150 --> 00:35:09.690 I am gonna stop there.

NOTE Confidence: 0.9686737

00:35:10.150 --> 00:35:11.190 The elephant in the room,

NOTE Confidence: 0.9686737

00:35:11.190 --> 00:35:12.310 of course, is the current

NOTE Confidence: 0.9686737

00:35:12.310 --> 00:35:13.910 environment, but I'm gonna ask

NOTE Confidence: 0.9686737

00:35:13.910 --> 00:35:15.110 that you ask questions. I

NOTE Confidence: 0.9686737

00:35:15.110 --> 00:35:16.575 will be very open and
NOTE Confidence: 0.9686737

00:35:16.575 --> 00:35:18.415 honest in any answers, but
NOTE Confidence: 0.9686737

00:35:18.415 --> 00:35:19.295 I I wanna hear what's
NOTE Confidence: 0.9686737

00:35:19.295 --> 00:35:20.114 on your mind.
NOTE Confidence: 0.8764386

00:35:35.219 --> 00:35:36.820 And please introduce yourself and
NOTE Confidence: 0.8764386

00:35:36.820 --> 00:35:38.680 your class here. Hi. Hi.
NOTE Confidence: 0.8764386

00:35:38.739 --> 00:35:40.500 Alan Astrow, class of nineteen
NOTE Confidence: 0.8764386

00:35:40.500 --> 00:35:41.785 eighty. Very happy
NOTE Confidence: 0.9604852

00:35:42.485 --> 00:35:43.525 to reconnect with my,
NOTE Confidence: 0.97274196

00:35:44.165 --> 00:35:46.325 fellow classmates here. So, I
NOTE Confidence: 0.97274196

00:35:46.325 --> 00:35:48.025 remember at my graduation,
NOTE Confidence: 0.9916632

00:35:48.405 --> 00:35:49.145 our graduation,
NOTE Confidence: 0.86607784

00:35:49.605 --> 00:35:51.364 I remember our associate dean,
NOTE Confidence: 0.86607784

00:35:51.364 --> 00:35:52.825 Howard Levin, the nephrologist,
NOTE Confidence: 0.9241445

00:35:53.925 --> 00:35:54.885 he talked about the three
NOTE Confidence: 0.9241445

00:35:54.885 --> 00:35:56.105 A's of medical practice,

NOTE Confidence: 0.99826944

00:35:56.969 --> 00:35:58.109 ability, affability,

NOTE Confidence: 0.9514936

00:35:58.410 --> 00:35:58.910 availability.

NOTE Confidence: 0.9849121

00:35:59.690 --> 00:36:00.730 And I remember some of

NOTE Confidence: 0.9849121

00:36:00.730 --> 00:36:02.730 our outstanding clinician teachers Yep.

NOTE Confidence: 0.9933926

00:36:03.609 --> 00:36:04.510 Howard Spiro,

NOTE Confidence: 0.998804

00:36:05.130 --> 00:36:05.869 Tom Duffy,

NOTE Confidence: 0.7909645

00:36:06.650 --> 00:36:07.390 Alf Einstein.

NOTE Confidence: 0.9971071

00:36:08.825 --> 00:36:09.625 Would you talk a little

NOTE Confidence: 0.9971071

00:36:09.625 --> 00:36:10.845 bit about the humanistic,

NOTE Confidence: 0.9708198

00:36:11.305 --> 00:36:13.385 interpersonal dimension, the clinical aspect

NOTE Confidence: 0.9708198

00:36:13.385 --> 00:36:14.825 to education, and and what

NOTE Confidence: 0.9708198

00:36:14.825 --> 00:36:15.865 you've been doing as dean

NOTE Confidence: 0.9708198

00:36:15.865 --> 00:36:17.465 to Yeah. Reinforce that aspect

NOTE Confidence: 0.9708198

00:36:17.465 --> 00:36:18.825 of the Yale experience? Yeah.

NOTE Confidence: 0.9708198

00:36:18.825 --> 00:36:19.725 Thank you, Alan.

NOTE Confidence: 0.9988781

00:36:20.025 --> 00:36:21.465 It starts with day one.
NOTE Confidence: 0.96481466

00:36:21.865 --> 00:36:22.925 All of our students,
NOTE Confidence: 0.9714352

00:36:24.119 --> 00:36:25.400 take a two week course
NOTE Confidence: 0.9714352

00:36:25.400 --> 00:36:26.680 in the beginning, called the
NOTE Confidence: 0.9714352

00:36:26.680 --> 00:36:27.900 introduction to the profession.
NOTE Confidence: 0.9992575

00:36:28.839 --> 00:36:31.019 And those very basic concepts
NOTE Confidence: 0.9992575

00:36:31.239 --> 00:36:32.059 of professionalism
NOTE Confidence: 0.99672604

00:36:32.519 --> 00:36:34.279 and commitment to patients are
NOTE Confidence: 0.99672604

00:36:34.279 --> 00:36:34.779 introduced
NOTE Confidence: 0.97309434

00:36:35.559 --> 00:36:36.380 early on,
NOTE Confidence: 0.9922548

00:36:36.680 --> 00:36:38.440 in many different examples and
NOTE Confidence: 0.9922548

00:36:38.440 --> 00:36:40.094 with many different speakers so
NOTE Confidence: 0.9922548

00:36:40.094 --> 00:36:41.775 that that then informs everything
NOTE Confidence: 0.9922548

00:36:41.775 --> 00:36:42.835 else that comes,
NOTE Confidence: 0.9993116

00:36:43.535 --> 00:36:44.355 after that.
NOTE Confidence: 0.8299923

00:36:45.375 --> 00:36:45.875 Our,

NOTE Confidence: 0.999131
00:36:47.375 --> 00:36:47.875 faculty
NOTE Confidence: 0.99423695
00:36:48.255 --> 00:36:50.114 are remain incredibly
NOTE Confidence: 0.9969635
00:36:50.415 --> 00:36:50.915 committed.
NOTE Confidence: 0.9895721
00:36:52.094 --> 00:36:54.255 We just had graduation and
NOTE Confidence: 0.9895721
00:36:54.255 --> 00:36:54.755 awarded
NOTE Confidence: 0.9490252
00:36:56.140 --> 00:36:57.680 a number of teaching awards
NOTE Confidence: 0.9490252
00:36:57.739 --> 00:36:58.860 to to the and it's
NOTE Confidence: 0.9490252
00:36:58.860 --> 00:36:59.980 it's a different set of
NOTE Confidence: 0.9490252
00:36:59.980 --> 00:37:00.480 names,
NOTE Confidence: 0.983401
00:37:00.940 --> 00:37:02.619 but, for the same kinds
NOTE Confidence: 0.983401
00:37:02.619 --> 00:37:04.080 of things. And it's
NOTE Confidence: 0.961654
00:37:04.860 --> 00:37:07.280 teaching our students how to,
NOTE Confidence: 0.89555764
00:37:08.380 --> 00:37:09.260 behave and,
NOTE Confidence: 0.99897814
00:37:10.445 --> 00:37:12.205 respect the personal dignity of
NOTE Confidence: 0.99897814
00:37:12.205 --> 00:37:12.945 our patients.
NOTE Confidence: 0.7121651

00:37:13.645 --> 00:37:14.145 The,
NOTE Confidence: 0.994106

00:37:15.805 --> 00:37:17.245 we do a lot as
NOTE Confidence: 0.994106

00:37:17.245 --> 00:37:19.245 our students go more formally
NOTE Confidence: 0.994106

00:37:19.245 --> 00:37:20.765 into the clinical setting in
NOTE Confidence: 0.994106

00:37:20.765 --> 00:37:22.705 terms of, before each
NOTE Confidence: 0.99976844

00:37:23.260 --> 00:37:23.760 clerkship
NOTE Confidence: 0.9207795

00:37:24.540 --> 00:37:26.239 having a day to reflect,
NOTE Confidence: 0.9869393

00:37:26.940 --> 00:37:28.220 and a lot at the
NOTE Confidence: 0.9869393

00:37:28.220 --> 00:37:29.440 end of the clerkship,
NOTE Confidence: 0.93215925

00:37:30.060 --> 00:37:31.840 again, asking people to reflect,
NOTE Confidence: 0.99967116

00:37:32.540 --> 00:37:33.840 because we find that
NOTE Confidence: 0.9774965

00:37:34.860 --> 00:37:35.360 while
NOTE Confidence: 0.98723763

00:37:35.739 --> 00:37:38.105 ninety eight percent of what
NOTE Confidence: 0.98723763

00:37:38.105 --> 00:37:38.765 they experience
NOTE Confidence: 0.99546605

00:37:39.305 --> 00:37:41.164 lives up to that ideal,
NOTE Confidence: 0.9867451

00:37:41.864 --> 00:37:42.984 there's a there's a few

NOTE Confidence: 0.9867451
00:37:42.984 --> 00:37:44.025 percent that doesn't. And it
NOTE Confidence: 0.9867451
00:37:44.025 --> 00:37:45.224 may not even be related
NOTE Confidence: 0.9867451
00:37:45.224 --> 00:37:46.505 to to faculty. It may
NOTE Confidence: 0.9867451
00:37:46.505 --> 00:37:47.625 be that we have residents
NOTE Confidence: 0.9867451
00:37:47.625 --> 00:37:48.605 we need to coach.
NOTE Confidence: 0.94392025
00:37:49.305 --> 00:37:50.840 It may be staff, you
NOTE Confidence: 0.94392025
00:37:50.840 --> 00:37:51.500 know, and,
NOTE Confidence: 0.94536716
00:37:52.360 --> 00:37:53.400 so we spend a lot
NOTE Confidence: 0.94536716
00:37:53.400 --> 00:37:54.060 of time,
NOTE Confidence: 0.99889195
00:37:55.719 --> 00:37:57.000 working with those people to
NOTE Confidence: 0.99889195
00:37:57.000 --> 00:37:58.060 make sure that there's
NOTE Confidence: 0.9950873
00:37:58.360 --> 00:37:59.580 that that we
NOTE Confidence: 0.999228
00:37:59.880 --> 00:38:00.380 remediate
NOTE Confidence: 0.98091084
00:38:01.000 --> 00:38:02.860 any issues. And we sometimes
NOTE Confidence: 0.98091084
00:38:02.920 --> 00:38:04.565 take people out of teaching
NOTE Confidence: 0.98091084

00:38:04.565 --> 00:38:05.605 if we don't feel that
NOTE Confidence: 0.98091084

00:38:05.605 --> 00:38:06.484 they have the if they
NOTE Confidence: 0.98091084

00:38:06.484 --> 00:38:08.164 don't exemplify the values that
NOTE Confidence: 0.98091084

00:38:08.164 --> 00:38:08.825 we have.
NOTE Confidence: 0.7605409

00:38:11.364 --> 00:38:11.864 Yes.
NOTE Confidence: 0.93032527

00:38:15.444 --> 00:38:17.444 Hi. Barbara Stoll, nineteen seventy
NOTE Confidence: 0.93032527

00:38:17.444 --> 00:38:17.944 five.
NOTE Confidence: 0.99914366

00:38:18.390 --> 00:38:20.250 You touched on the growing
NOTE Confidence: 0.99914366

00:38:20.309 --> 00:38:20.809 storm
NOTE Confidence: 0.8823433

00:38:21.510 --> 00:38:23.369 of lack of inter indirects,
NOTE Confidence: 0.9238159

00:38:24.549 --> 00:38:26.549 taxing endowments. You didn't mention
NOTE Confidence: 0.9238159

00:38:26.549 --> 00:38:27.609 Medicaid cuts,
NOTE Confidence: 0.97189796

00:38:27.910 --> 00:38:29.450 and you talked about working
NOTE Confidence: 0.97189796

00:38:29.510 --> 00:38:31.029 differently. How will you deal
NOTE Confidence: 0.97189796

00:38:31.029 --> 00:38:31.910 with that, and what do
NOTE Confidence: 0.97189796

00:38:31.910 --> 00:38:33.974 you mean by working differently?

NOTE Confidence: 0.97189796
00:38:33.974 --> 00:38:35.174 Thank you. So,
NOTE Confidence: 0.9984175
00:38:36.055 --> 00:38:37.575 I'll describe a little bit
NOTE Confidence: 0.9984175
00:38:37.575 --> 00:38:38.635 how we've been
NOTE Confidence: 0.9590059
00:38:39.094 --> 00:38:40.454 addressing this and thinking about
NOTE Confidence: 0.9590059
00:38:40.454 --> 00:38:41.674 this, and and I,
NOTE Confidence: 0.99674475
00:38:43.094 --> 00:38:44.375 put this in several buckets.
NOTE Confidence: 0.99674475
00:38:44.375 --> 00:38:45.335 So there are the immediate
NOTE Confidence: 0.99674475
00:38:45.335 --> 00:38:46.454 things that are happening. We've
NOTE Confidence: 0.99674475
00:38:46.454 --> 00:38:48.154 had about thirty seven grants
NOTE Confidence: 0.988003
00:38:48.910 --> 00:38:50.030 that have had stop work
NOTE Confidence: 0.988003
00:38:50.030 --> 00:38:50.530 orders.
NOTE Confidence: 0.97100204
00:38:50.910 --> 00:38:51.950 Nine of those have been
NOTE Confidence: 0.97100204
00:38:51.950 --> 00:38:53.730 reinstated because we're appealing
NOTE Confidence: 0.99915457
00:38:54.510 --> 00:38:55.250 all of those.
NOTE Confidence: 0.98107606
00:38:55.630 --> 00:38:57.810 They focus primarily on HIV
NOTE Confidence: 0.98107606

00:38:57.870 --> 00:38:59.489 work, on diversity,
NOTE Confidence: 0.97237045

00:39:00.110 --> 00:39:01.570 particularly diversity supplements.
NOTE Confidence: 0.98956203

00:39:02.465 --> 00:39:04.065 Initially, there were several related
NOTE Confidence: 0.98956203

00:39:04.065 --> 00:39:05.185 to long COVID. Those are
NOTE Confidence: 0.98956203

00:39:05.185 --> 00:39:05.905 some of the ones that
NOTE Confidence: 0.98956203

00:39:05.905 --> 00:39:06.725 have been reinstated.
NOTE Confidence: 0.95562994

00:39:07.585 --> 00:39:08.545 The first thing that we
NOTE Confidence: 0.95562994

00:39:08.545 --> 00:39:09.525 are doing there
NOTE Confidence: 0.9852424

00:39:09.905 --> 00:39:11.265 is we've developed what I
NOTE Confidence: 0.9852424

00:39:11.265 --> 00:39:13.185 call pivot funding. So it's
NOTE Confidence: 0.9852424

00:39:13.185 --> 00:39:14.465 not quite bridge funding because
NOTE Confidence: 0.9852424

00:39:14.465 --> 00:39:15.364 you're not just
NOTE Confidence: 0.9906749

00:39:15.920 --> 00:39:17.200 bridging somebody until they apply
NOTE Confidence: 0.9906749

00:39:17.200 --> 00:39:18.400 for the next grant. We're
NOTE Confidence: 0.9906749

00:39:18.400 --> 00:39:20.480 actually the only requirement for
NOTE Confidence: 0.9906749

00:39:20.480 --> 00:39:21.840 the funding is that people

NOTE Confidence: 0.9906749

00:39:21.840 --> 00:39:23.200 meet with a mentorship group

NOTE Confidence: 0.9906749

00:39:23.200 --> 00:39:24.239 or a faculty group if

NOTE Confidence: 0.9906749

00:39:24.239 --> 00:39:25.300 they're senior faculty

NOTE Confidence: 0.995917

00:39:26.080 --> 00:39:27.680 to discuss how they will

NOTE Confidence: 0.995917

00:39:27.680 --> 00:39:29.200 pivot their work. So you

NOTE Confidence: 0.995917

00:39:29.200 --> 00:39:30.500 may be studying HIV

NOTE Confidence: 0.9990073

00:39:30.800 --> 00:39:31.300 in

NOTE Confidence: 0.81473696

00:39:31.635 --> 00:39:32.614 a specific,

NOTE Confidence: 0.995563

00:39:33.635 --> 00:39:35.555 gender identity group. You can

NOTE Confidence: 0.995563

00:39:35.555 --> 00:39:37.175 still address those questions

NOTE Confidence: 0.9907307

00:39:37.795 --> 00:39:39.555 differently using different funders, all

NOTE Confidence: 0.9907307

00:39:39.555 --> 00:39:40.435 those sorts of things. So

NOTE Confidence: 0.9907307

00:39:40.435 --> 00:39:42.695 it's helping people think prospectively

NOTE Confidence: 0.9907307

00:39:42.915 --> 00:39:44.355 and positively about what they're

NOTE Confidence: 0.9907307

00:39:44.355 --> 00:39:45.955 gonna do. That's the very

NOTE Confidence: 0.9907307

00:39:45.955 --> 00:39:46.455 immediate.
NOTE Confidence: 0.98815393

00:39:47.130 --> 00:39:48.890 We have, when we submitted
NOTE Confidence: 0.98815393

00:39:48.890 --> 00:39:50.089 our budget this year, we
NOTE Confidence: 0.98815393

00:39:50.089 --> 00:39:51.469 submitted the regular budget,
NOTE Confidence: 0.99589366

00:39:51.849 --> 00:39:53.369 but we then did a
NOTE Confidence: 0.99589366

00:39:53.369 --> 00:39:55.150 contingency plan. And the contingency
NOTE Confidence: 0.99589366

00:39:55.289 --> 00:39:57.210 plan was based on, the
NOTE Confidence: 0.99589366

00:39:57.210 --> 00:39:58.910 assumption of a fifteen percent
NOTE Confidence: 0.95135516

00:39:59.355 --> 00:40:01.114 indirect rate, which was what
NOTE Confidence: 0.95135516

00:40:01.114 --> 00:40:02.795 the executive order had which
NOTE Confidence: 0.95135516

00:40:02.795 --> 00:40:04.155 is now has a has
NOTE Confidence: 0.95135516

00:40:04.155 --> 00:40:05.594 a restraining order. Now it
NOTE Confidence: 0.95135516

00:40:05.594 --> 00:40:06.955 has an injunction on it.
NOTE Confidence: 0.95135516

00:40:06.955 --> 00:40:08.475 But that has to be
NOTE Confidence: 0.95135516

00:40:08.475 --> 00:40:09.915 solved in Congress, and we
NOTE Confidence: 0.95135516

00:40:09.915 --> 00:40:11.594 know we expect that Congress

NOTE Confidence: 0.95135516
00:40:11.594 --> 00:40:13.614 is gonna decrease indirect rates.
NOTE Confidence: 0.96575946
00:40:14.219 --> 00:40:15.020 I would love to see
NOTE Confidence: 0.96575946
00:40:15.020 --> 00:40:16.619 them uncap salaries and do
NOTE Confidence: 0.96575946
00:40:16.619 --> 00:40:17.980 other things to compensate for
NOTE Confidence: 0.96575946
00:40:17.980 --> 00:40:19.440 that, but but nevertheless,
NOTE Confidence: 0.98693955
00:40:21.900 --> 00:40:24.320 and assumed a fourteen percent
NOTE Confidence: 0.98693955
00:40:24.460 --> 00:40:25.739 tax on endowment. Now the
NOTE Confidence: 0.98693955
00:40:25.739 --> 00:40:27.180 bill the reconciliation bill that
NOTE Confidence: 0.98693955
00:40:27.180 --> 00:40:28.300 just came out of Congress
NOTE Confidence: 0.98693955
00:40:28.300 --> 00:40:29.599 has a twenty one percent,
NOTE Confidence: 0.9987688
00:40:30.265 --> 00:40:31.325 tax on endowment.
NOTE Confidence: 0.97725165
00:40:31.945 --> 00:40:32.905 We don't know where that
NOTE Confidence: 0.97725165
00:40:32.905 --> 00:40:34.605 will land after senate has
NOTE Confidence: 0.9914824
00:40:34.985 --> 00:40:36.105 after it's been through senate,
NOTE Confidence: 0.9914824
00:40:36.105 --> 00:40:37.485 but that was our contingency
NOTE Confidence: 0.9914824

00:40:37.625 --> 00:40:38.125 plan.
NOTE Confidence: 0.99972844

00:40:38.585 --> 00:40:39.565 That indicated
NOTE Confidence: 0.9873204

00:40:39.945 --> 00:40:41.640 that we needed to take
NOTE Confidence: 0.9873204

00:40:41.719 --> 00:40:42.839 in the next fiscal year
NOTE Confidence: 0.9873204

00:40:42.839 --> 00:40:43.799 about a hundred and fifty
NOTE Confidence: 0.9873204

00:40:43.799 --> 00:40:44.760 five million dollars out of
NOTE Confidence: 0.9873204

00:40:44.760 --> 00:40:46.440 our budget. By fiscal year
NOTE Confidence: 0.9873204

00:40:46.440 --> 00:40:47.559 thirty, it's about two hundred
NOTE Confidence: 0.9873204

00:40:47.559 --> 00:40:48.059 million.
NOTE Confidence: 0.99755245

00:40:48.519 --> 00:40:49.559 But that's on a budget
NOTE Confidence: 0.99755245

00:40:49.559 --> 00:40:50.460 of three billion.
NOTE Confidence: 0.9975006

00:40:51.000 --> 00:40:52.119 So when you start to
NOTE Confidence: 0.9975006

00:40:52.119 --> 00:40:53.000 look at it as a
NOTE Confidence: 0.9975006

00:40:53.000 --> 00:40:54.119 percent, you can start to
NOTE Confidence: 0.9975006

00:40:54.119 --> 00:40:55.579 wrap your hands around it.
NOTE Confidence: 0.9975006

00:40:55.775 --> 00:40:57.055 And what we did was

NOTE Confidence: 0.9975006
00:40:57.055 --> 00:40:57.875 we said,
NOTE Confidence: 0.994021
00:40:58.735 --> 00:41:00.015 what are our levers to
NOTE Confidence: 0.994021
00:41:00.015 --> 00:41:01.855 take that expense? Now I'll
NOTE Confidence: 0.994021
00:41:01.855 --> 00:41:03.295 remind you that when COVID
NOTE Confidence: 0.994021
00:41:03.295 --> 00:41:04.355 happened and we,
NOTE Confidence: 0.9915087
00:41:06.255 --> 00:41:08.035 shut down operating rooms
NOTE Confidence: 0.9767273
00:41:08.520 --> 00:41:09.480 So a month and a
NOTE Confidence: 0.9767273
00:41:09.480 --> 00:41:10.860 half after I was here,
NOTE Confidence: 0.9767273
00:41:11.080 --> 00:41:12.200 we were suddenly looking at
NOTE Confidence: 0.9767273
00:41:12.200 --> 00:41:13.560 an eighty million dollar deficit
NOTE Confidence: 0.9767273
00:41:13.560 --> 00:41:14.680 just based on COVID. So
NOTE Confidence: 0.9767273
00:41:14.680 --> 00:41:16.120 it's and it's not something
NOTE Confidence: 0.9767273
00:41:16.120 --> 00:41:17.660 that we haven't faced before.
NOTE Confidence: 0.9721109
00:41:18.200 --> 00:41:19.160 But the first thing we
NOTE Confidence: 0.9721109
00:41:19.160 --> 00:41:20.520 did was we defined a
NOTE Confidence: 0.9721109

00:41:20.520 --> 00:41:22.120 set of values by which
NOTE Confidence: 0.9721109

00:41:22.120 --> 00:41:23.100 we would make decisions.
NOTE Confidence: 0.9909703

00:41:23.525 --> 00:41:24.725 We're gonna support the careers
NOTE Confidence: 0.9909703

00:41:24.725 --> 00:41:25.844 of our young people. We're
NOTE Confidence: 0.9909703

00:41:25.844 --> 00:41:27.465 gonna we're gonna prioritize
NOTE Confidence: 0.9883305

00:41:27.925 --> 00:41:29.844 the strategic investments that we've
NOTE Confidence: 0.9883305

00:41:29.844 --> 00:41:32.105 made. We're gonna sunset unproductive
NOTE Confidence: 0.9883305

00:41:32.325 --> 00:41:34.085 programs. Sounds good. Very hard
NOTE Confidence: 0.9883305

00:41:34.085 --> 00:41:35.205 to do. There's a reason
NOTE Confidence: 0.9883305

00:41:35.205 --> 00:41:36.630 people haven't done that. Right?
NOTE Confidence: 0.9935383

00:41:37.190 --> 00:41:38.089 We're gonna look
NOTE Confidence: 0.9996502

00:41:38.469 --> 00:41:39.130 for inefficiencies
NOTE Confidence: 0.9976503

00:41:39.430 --> 00:41:39.930 and
NOTE Confidence: 0.9811625

00:41:40.390 --> 00:41:41.589 and deal with them. And
NOTE Confidence: 0.9811625

00:41:41.589 --> 00:41:43.109 there, I would say, for
NOTE Confidence: 0.9811625

00:41:43.109 --> 00:41:43.949 good or bad, we have

NOTE Confidence: 0.9811625

00:41:43.949 --> 00:41:44.789 a lot of those. Right?

NOTE Confidence: 0.9811625

00:41:44.789 --> 00:41:46.230 And I think many academic

NOTE Confidence: 0.9811625

00:41:46.230 --> 00:41:47.289 institutions do,

NOTE Confidence: 0.9793778

00:41:48.805 --> 00:41:50.325 etcetera, etcetera. So we agreed

NOTE Confidence: 0.9793778

00:41:50.325 --> 00:41:51.445 on those principles as a

NOTE Confidence: 0.9793778

00:41:51.445 --> 00:41:52.805 leadership group, and then we

NOTE Confidence: 0.9793778

00:41:52.805 --> 00:41:54.645 identified the levers. Some come

NOTE Confidence: 0.9793778

00:41:54.645 --> 00:41:56.085 from the university. You know,

NOTE Confidence: 0.9793778

00:41:56.085 --> 00:41:57.065 decisions about

NOTE Confidence: 0.9796351

00:41:57.525 --> 00:41:59.285 what next year's merit increase

NOTE Confidence: 0.9796351

00:41:59.285 --> 00:42:00.405 will be is a university

NOTE Confidence: 0.9796351

00:42:00.405 --> 00:42:01.844 wide decision, not a school

NOTE Confidence: 0.9796351

00:42:01.844 --> 00:42:02.344 decision.

NOTE Confidence: 0.96545017

00:42:02.820 --> 00:42:04.580 Those have an impact. But

NOTE Confidence: 0.96545017

00:42:04.580 --> 00:42:05.540 then there are some that

NOTE Confidence: 0.96545017

00:42:05.540 --> 00:42:06.739 are unique to the to
NOTE Confidence: 0.96545017

00:42:06.739 --> 00:42:07.880 the school of medicine,
NOTE Confidence: 0.99210817

00:42:08.739 --> 00:42:10.120 and we had them vote
NOTE Confidence: 0.99210817

00:42:10.340 --> 00:42:12.200 and rank those things. Now
NOTE Confidence: 0.9850103

00:42:13.060 --> 00:42:14.580 it might surprise you that
NOTE Confidence: 0.9850103

00:42:14.580 --> 00:42:15.300 one of the things that
NOTE Confidence: 0.9850103

00:42:15.300 --> 00:42:16.020 we had in there was,
NOTE Confidence: 0.9850103

00:42:16.020 --> 00:42:16.900 you know, we were gonna
NOTE Confidence: 0.9850103

00:42:16.900 --> 00:42:18.614 increase development by ten million
NOTE Confidence: 0.9850103

00:42:18.614 --> 00:42:19.335 dollars. This is on a
NOTE Confidence: 0.9850103

00:42:19.335 --> 00:42:20.215 base of about a hundred
NOTE Confidence: 0.9850103

00:42:20.215 --> 00:42:21.594 and sixty million this year.
NOTE Confidence: 0.9850103

00:42:21.815 --> 00:42:22.695 They all put that number
NOTE Confidence: 0.9850103

00:42:22.695 --> 00:42:23.195 one.
NOTE Confidence: 0.9435666

00:42:23.735 --> 00:42:24.775 Right? Like, yeah, let's do
NOTE Confidence: 0.9435666

00:42:24.775 --> 00:42:25.275 that.

NOTE Confidence: 0.9738286

00:42:25.655 --> 00:42:26.935 We're gonna cut travel and

NOTE Confidence: 0.9738286

00:42:26.935 --> 00:42:28.955 entertainment. Right? You know? So

NOTE Confidence: 0.9849639

00:42:29.255 --> 00:42:30.695 during COVID, we had almost

NOTE Confidence: 0.9849639

00:42:30.695 --> 00:42:31.995 a zero travel and entertainment

NOTE Confidence: 0.9849639

00:42:32.055 --> 00:42:33.800 budget. We're now back up,

NOTE Confidence: 0.9849639

00:42:33.800 --> 00:42:34.760 you know, and we have

NOTE Confidence: 0.9849639

00:42:34.760 --> 00:42:36.680 really nice events, but maybe

NOTE Confidence: 0.9849639

00:42:36.680 --> 00:42:38.120 we can't have nice events

NOTE Confidence: 0.9849639

00:42:38.120 --> 00:42:39.580 going forward. We can have

NOTE Confidence: 0.9846304

00:42:40.520 --> 00:42:41.820 okay events. Right?

NOTE Confidence: 0.97538805

00:42:42.280 --> 00:42:43.480 We can have potluck. So,

NOTE Confidence: 0.97538805

00:42:43.480 --> 00:42:44.520 you know, next time you

NOTE Confidence: 0.97538805

00:42:44.520 --> 00:42:45.550 come for reunion, we're gonna

NOTE Confidence: 0.97538805

00:42:45.800 --> 00:42:46.780 no. But,

NOTE Confidence: 0.98236567

00:42:47.505 --> 00:42:48.224 you know, so it was

NOTE Confidence: 0.98236567

00:42:48.224 --> 00:42:49.105 a list of those kinds
NOTE Confidence: 0.98236567

00:42:49.105 --> 00:42:49.844 of things.
NOTE Confidence: 0.98456734

00:42:50.224 --> 00:42:51.585 We and so we've now
NOTE Confidence: 0.98456734

00:42:51.585 --> 00:42:52.785 gone through that, and we've
NOTE Confidence: 0.98456734

00:42:52.785 --> 00:42:54.224 actually started to enact some
NOTE Confidence: 0.98456734

00:42:54.224 --> 00:42:55.525 of those things in preparation,
NOTE Confidence: 0.9998371

00:42:56.145 --> 00:42:57.125 for what's coming.
NOTE Confidence: 0.9994656

00:42:58.065 --> 00:42:59.765 The next chunk is
NOTE Confidence: 0.9653825

00:43:00.145 --> 00:43:01.045 in the president's
NOTE Confidence: 0.93285

00:43:01.585 --> 00:43:02.484 skinny budget.
NOTE Confidence: 0.9663924

00:43:03.759 --> 00:43:05.219 NIH has cut forty percent.
NOTE Confidence: 0.99877816

00:43:06.960 --> 00:43:08.259 What does that look like?
NOTE Confidence: 0.99877816

00:43:08.480 --> 00:43:08.980 Now
NOTE Confidence: 0.9651346

00:43:09.920 --> 00:43:10.880 some of the cuts that
NOTE Confidence: 0.9651346

00:43:10.880 --> 00:43:12.400 we modeled in indirect goes
NOTE Confidence: 0.9651346

00:43:12.400 --> 00:43:13.519 into that, so it's it's

NOTE Confidence: 0.9651346

00:43:13.519 --> 00:43:14.480 less than that that we

NOTE Confidence: 0.9651346

00:43:14.480 --> 00:43:15.440 have to find. But that's

NOTE Confidence: 0.9651346

00:43:15.440 --> 00:43:16.640 about a total of about

NOTE Confidence: 0.9651346

00:43:16.640 --> 00:43:17.839 two hundred fifty million that

NOTE Confidence: 0.9651346

00:43:17.839 --> 00:43:18.855 we would have to find,

NOTE Confidence: 0.9972803

00:43:19.335 --> 00:43:20.875 and we've started that exercise

NOTE Confidence: 0.9972803

00:43:20.935 --> 00:43:21.975 of what we would need

NOTE Confidence: 0.9972803

00:43:21.975 --> 00:43:22.555 to do.

NOTE Confidence: 0.9842113

00:43:23.895 --> 00:43:25.335 And some of it is,

NOTE Confidence: 0.9842113

00:43:25.335 --> 00:43:27.494 again, diversifying our funding portfolio.

NOTE Confidence: 0.9842113

00:43:27.494 --> 00:43:28.715 And there are many conversations

NOTE Confidence: 0.9842113

00:43:28.855 --> 00:43:30.155 going on around the country

NOTE Confidence: 0.9719598

00:43:30.775 --> 00:43:31.675 with foundations,

NOTE Confidence: 0.98888415

00:43:32.055 --> 00:43:32.795 with others.

NOTE Confidence: 0.9930253

00:43:33.110 --> 00:43:33.989 That's not gonna make up

NOTE Confidence: 0.9930253

00:43:33.989 --> 00:43:35.190 the whole difference. So when
NOTE Confidence: 0.9930253

00:43:35.190 --> 00:43:36.150 I say we have to
NOTE Confidence: 0.9930253

00:43:36.150 --> 00:43:36.969 work differently,
NOTE Confidence: 0.9972377

00:43:37.590 --> 00:43:38.890 we have to think about,
NOTE Confidence: 0.99050856

00:43:40.310 --> 00:43:41.370 you know, again,
NOTE Confidence: 0.99954444

00:43:42.230 --> 00:43:43.050 how do we
NOTE Confidence: 0.9984406

00:43:44.550 --> 00:43:45.370 we have
NOTE Confidence: 0.99874854

00:43:45.830 --> 00:43:46.330 multiple
NOTE Confidence: 0.96995723

00:43:47.875 --> 00:43:49.795 cores, multiple things where we've
NOTE Confidence: 0.96995723

00:43:49.795 --> 00:43:51.075 tried to apply discipline to
NOTE Confidence: 0.96995723

00:43:51.075 --> 00:43:52.355 it, but we can still
NOTE Confidence: 0.96995723

00:43:52.355 --> 00:43:53.015 do better.
NOTE Confidence: 0.99362403

00:43:53.315 --> 00:43:55.635 And maybe everyone doesn't need
NOTE Confidence: 0.99362403

00:43:55.635 --> 00:43:57.075 one of these in every
NOTE Confidence: 0.99362403

00:43:57.075 --> 00:43:58.835 section or every department. Right?
NOTE Confidence: 0.99362403

00:43:58.835 --> 00:44:00.055 Those kinds of decisions.

NOTE Confidence: 0.9088875
00:44:01.440 --> 00:44:02.900 In the health care realm,
NOTE Confidence: 0.9986115
00:44:03.359 --> 00:44:04.000 you know, we have to
NOTE Confidence: 0.9986115
00:44:04.000 --> 00:44:05.359 become less dependent on federal
NOTE Confidence: 0.9986115
00:44:05.359 --> 00:44:05.859 dollars.
NOTE Confidence: 0.9998021
00:44:06.160 --> 00:44:07.140 We have opportunities
NOTE Confidence: 0.99607253
00:44:07.520 --> 00:44:08.100 to do,
NOTE Confidence: 0.98594534
00:44:08.640 --> 00:44:09.140 teleconsults.
NOTE Confidence: 0.8680321
00:44:09.520 --> 00:44:11.040 We have some incredible brain
NOTE Confidence: 0.8680321
00:44:11.040 --> 00:44:12.500 trust of faculty here.
NOTE Confidence: 0.9987714
00:44:13.955 --> 00:44:15.315 And, you know, there are
NOTE Confidence: 0.9987714
00:44:15.315 --> 00:44:16.195 things like that that we
NOTE Confidence: 0.9987714
00:44:16.195 --> 00:44:16.915 need to do and that
NOTE Confidence: 0.9987714
00:44:16.915 --> 00:44:18.755 we're working on. We have
NOTE Confidence: 0.9987714
00:44:18.755 --> 00:44:20.215 AI that can make us
NOTE Confidence: 0.9987714
00:44:20.435 --> 00:44:21.795 much more efficient in some
NOTE Confidence: 0.9987714

00:44:21.795 --> 00:44:22.295 areas.

NOTE Confidence: 0.99225545

00:44:23.075 --> 00:44:23.955 I would say one of

NOTE Confidence: 0.99225545

00:44:23.955 --> 00:44:24.995 the tough things there is

NOTE Confidence: 0.99225545

00:44:24.995 --> 00:44:25.795 that we are in a

NOTE Confidence: 0.99225545

00:44:25.795 --> 00:44:28.020 highly unionized environment, and so

NOTE Confidence: 0.99225545

00:44:28.100 --> 00:44:29.460 we're not agile. Right? You

NOTE Confidence: 0.99225545

00:44:29.460 --> 00:44:30.820 can't pivot quickly. There's a

NOTE Confidence: 0.99225545

00:44:30.820 --> 00:44:31.700 lot that you have to

NOTE Confidence: 0.99225545

00:44:31.700 --> 00:44:32.500 do to make sure that

NOTE Confidence: 0.99225545

00:44:32.500 --> 00:44:33.239 you're preserving

NOTE Confidence: 0.9875248

00:44:33.700 --> 00:44:35.700 commitments to the unions, but

NOTE Confidence: 0.9875248

00:44:35.700 --> 00:44:36.500 those are some of the

NOTE Confidence: 0.9875248

00:44:36.500 --> 00:44:38.500 things. Now the the the

NOTE Confidence: 0.9875248

00:44:38.500 --> 00:44:39.320 most extreme

NOTE Confidence: 0.9935011

00:44:39.940 --> 00:44:40.440 is

NOTE Confidence: 0.9990374

00:44:41.385 --> 00:44:41.885 we

NOTE Confidence: 0.96547955
00:44:42.905 --> 00:44:44.605 is the Harvard situation. Right?
NOTE Confidence: 0.96547955
00:44:44.825 --> 00:44:46.125 For the school of medicine,
NOTE Confidence: 0.9994969
00:44:46.425 --> 00:44:47.165 if somebody
NOTE Confidence: 0.95052457
00:44:47.545 --> 00:44:48.745 said all of your federal
NOTE Confidence: 0.95052457
00:44:48.745 --> 00:44:50.045 funding is going away,
NOTE Confidence: 0.9963565
00:44:51.225 --> 00:44:52.605 it's about a billion dollars.
NOTE Confidence: 0.9997155
00:44:53.625 --> 00:44:54.525 That's a different
NOTE Confidence: 0.9626103
00:44:55.619 --> 00:44:57.079 piece. That's a different bucket.
NOTE Confidence: 0.9626103
00:44:57.299 --> 00:44:58.260 I will say that with
NOTE Confidence: 0.9626103
00:44:58.260 --> 00:44:59.779 our current fund slow arrangement
NOTE Confidence: 0.9626103
00:44:59.779 --> 00:45:00.980 with the health system, there's
NOTE Confidence: 0.9626103
00:45:00.980 --> 00:45:02.279 some buffering there
NOTE Confidence: 0.99801654
00:45:02.579 --> 00:45:03.960 in terms of Medicaid,
NOTE Confidence: 0.98109674
00:45:04.739 --> 00:45:05.640 cuts. So
NOTE Confidence: 0.9153454
00:45:07.325 --> 00:45:08.205 so those those are the
NOTE Confidence: 0.9153454

00:45:08.205 --> 00:45:09.585 things that we're thinking about.

NOTE Confidence: 0.9127717

00:45:11.565 --> 00:45:12.545 That's sobering,

NOTE Confidence: 0.96052647

00:45:18.045 --> 00:45:19.645 On a different point, Tino

NOTE Confidence: 0.96052647

00:45:19.645 --> 00:45:20.925 Pena from Miami, class of

NOTE Confidence: 0.96052647

00:45:20.925 --> 00:45:22.290 ninety four. On a different

NOTE Confidence: 0.96052647

00:45:22.290 --> 00:45:23.489 point, I think we all,

NOTE Confidence: 0.96052647

00:45:23.489 --> 00:45:24.870 aside from the Yale system,

NOTE Confidence: 0.96052647

00:45:24.930 --> 00:45:25.430 felt

NOTE Confidence: 0.98764545

00:45:26.050 --> 00:45:27.030 the sense of,

NOTE Confidence: 0.94245076

00:45:28.930 --> 00:45:30.370 kind of a camaraderie

NOTE Confidence: 0.90771276

00:45:30.770 --> 00:45:31.969 Yeah. Being in hardness and

NOTE Confidence: 0.90771276

00:45:31.969 --> 00:45:33.489 being all together, going to

NOTE Confidence: 0.90771276

00:45:33.489 --> 00:45:34.310 class together.

NOTE Confidence: 0.9607811

00:45:34.645 --> 00:45:36.485 Obviously, things have changed. Is

NOTE Confidence: 0.9607811

00:45:36.485 --> 00:45:37.845 that something just that will

NOTE Confidence: 0.9607811

00:45:37.845 --> 00:45:39.125 always be this way where

NOTE Confidence: 0.9607811
00:45:39.125 --> 00:45:40.405 students won't go to class,
NOTE Confidence: 0.9607811
00:45:40.405 --> 00:45:41.225 they do stuff
NOTE Confidence: 0.9392162
00:45:41.685 --> 00:45:43.125 outside of class and won't
NOTE Confidence: 0.9392162
00:45:43.125 --> 00:45:43.945 be in Harkness,
NOTE Confidence: 0.8701668
00:45:44.245 --> 00:45:45.205 and we should think of
NOTE Confidence: 0.8701668
00:45:45.205 --> 00:45:46.005 it as that was old
NOTE Confidence: 0.8701668
00:45:46.005 --> 00:45:46.885 school and this is new
NOTE Confidence: 0.8701668
00:45:46.885 --> 00:45:48.030 school? Or is there any
NOTE Confidence: 0.8701668
00:45:48.270 --> 00:45:49.230 sign up that that you
NOTE Confidence: 0.8701668
00:45:49.230 --> 00:45:50.750 got? Community has not gone
NOTE Confidence: 0.8701668
00:45:50.750 --> 00:45:51.810 away at all.
NOTE Confidence: 0.9975424
00:45:52.750 --> 00:45:53.250 It's
NOTE Confidence: 0.9784231
00:45:54.190 --> 00:45:54.690 different.
NOTE Confidence: 0.9754419
00:45:54.989 --> 00:45:56.370 So one of the differences,
NOTE Confidence: 0.9754419
00:45:56.430 --> 00:45:57.469 our students don't live in
NOTE Confidence: 0.9754419

00:45:57.469 --> 00:45:57.969 Harkness.
NOTE Confidence: 0.97115993

00:45:58.989 --> 00:46:00.190 Harkness was built in the
NOTE Confidence: 0.97115993

00:46:00.190 --> 00:46:01.844 sixties. We, you know, we
NOTE Confidence: 0.97115993

00:46:01.925 --> 00:46:03.285 sprung for, like, air conditioning
NOTE Confidence: 0.97115993

00:46:03.285 --> 00:46:04.805 on two floors a couple
NOTE Confidence: 0.97115993

00:46:04.805 --> 00:46:05.545 years ago.
NOTE Confidence: 0.938268

00:46:07.844 --> 00:46:09.125 The developers have built all
NOTE Confidence: 0.938268

00:46:09.125 --> 00:46:09.864 these towers
NOTE Confidence: 0.9800516

00:46:10.805 --> 00:46:11.925 all around the school of
NOTE Confidence: 0.9800516

00:46:11.925 --> 00:46:13.364 medicine. They all live in
NOTE Confidence: 0.9800516

00:46:13.364 --> 00:46:14.185 the same building.
NOTE Confidence: 0.99561036

00:46:15.030 --> 00:46:16.570 It's not a university building.
NOTE Confidence: 0.96123123

00:46:17.190 --> 00:46:18.650 So I'll I'll give you
NOTE Confidence: 0.74119174

00:46:19.270 --> 00:46:19.770 some,
NOTE Confidence: 0.99856675

00:46:20.870 --> 00:46:23.530 anecdote that addresses your question.
NOTE Confidence: 0.99976176

00:46:24.070 --> 00:46:25.110 I have two sets of

NOTE Confidence: 0.99976176
00:46:25.110 --> 00:46:26.630 dinners for the students at
NOTE Confidence: 0.99976176
00:46:26.630 --> 00:46:27.989 my house. I have dinners
NOTE Confidence: 0.99976176
00:46:27.989 --> 00:46:29.530 for them by advisory group
NOTE Confidence: 0.99819106
00:46:29.975 --> 00:46:31.355 when they first get here.
NOTE Confidence: 0.9901375
00:46:31.975 --> 00:46:33.255 They all walk over from
NOTE Confidence: 0.9901375
00:46:33.255 --> 00:46:33.835 the towers.
NOTE Confidence: 0.9964557
00:46:34.695 --> 00:46:36.375 So, you know, it's not
NOTE Confidence: 0.9964557
00:46:36.375 --> 00:46:37.735 Harkness, but it's the same
NOTE Confidence: 0.9964557
00:46:37.735 --> 00:46:38.235 community.
NOTE Confidence: 0.9807507
00:46:38.775 --> 00:46:39.895 I then have the fourth
NOTE Confidence: 0.9807507
00:46:39.895 --> 00:46:40.635 years over
NOTE Confidence: 0.9846349
00:46:41.255 --> 00:46:42.855 right around right after match
NOTE Confidence: 0.9846349
00:46:42.855 --> 00:46:43.355 day.
NOTE Confidence: 0.9980608
00:46:44.700 --> 00:46:45.580 I can't get them out
NOTE Confidence: 0.9980608
00:46:45.580 --> 00:46:46.400 of the house.
NOTE Confidence: 0.99534607

00:46:47.739 --> 00:46:49.200 Like, they are
NOTE Confidence: 0.9731359

00:46:49.739 --> 00:46:50.940 they they just love each
NOTE Confidence: 0.9731359

00:46:50.940 --> 00:46:51.760 other, and,
NOTE Confidence: 0.9778954

00:46:53.020 --> 00:46:54.620 they want that time together.
NOTE Confidence: 0.9778954

00:46:54.620 --> 00:46:55.980 They they have created those
NOTE Confidence: 0.9778954

00:46:55.980 --> 00:46:57.660 relationships. That has not changed
NOTE Confidence: 0.9778954

00:46:57.660 --> 00:46:58.320 at all.
NOTE Confidence: 0.95735866

00:47:03.744 --> 00:47:04.864 Tom Deering from the class
NOTE Confidence: 0.95735866

00:47:04.864 --> 00:47:06.224 of eighty. Thank you for
NOTE Confidence: 0.95735866

00:47:06.224 --> 00:47:08.065 the update, Nancy. A quick
NOTE Confidence: 0.95735866

00:47:08.065 --> 00:47:09.105 question. Most of the people
NOTE Confidence: 0.95735866

00:47:09.105 --> 00:47:10.464 here, we all have diverse
NOTE Confidence: 0.95735866

00:47:10.464 --> 00:47:11.664 careers, but I think one
NOTE Confidence: 0.95735866

00:47:11.664 --> 00:47:13.489 thing that's characteristic is most
NOTE Confidence: 0.95735866

00:47:13.489 --> 00:47:14.309 of the folks here
NOTE Confidence: 0.945282

00:47:14.849 --> 00:47:16.150 live now in different geographies.

NOTE Confidence: 0.9398121
00:47:16.770 --> 00:47:18.210 Many in the clinical arena
NOTE Confidence: 0.9398121
00:47:18.210 --> 00:47:20.450 are engaged in clinical outcomes
NOTE Confidence: 0.9398121
00:47:20.450 --> 00:47:21.430 research and
NOTE Confidence: 0.99621636
00:47:21.730 --> 00:47:22.230 program
NOTE Confidence: 0.8928321
00:47:22.530 --> 00:47:23.430 clinical improvement.
NOTE Confidence: 0.9904044
00:47:24.049 --> 00:47:25.089 And we do that with
NOTE Confidence: 0.9904044
00:47:25.089 --> 00:47:25.589 institutions
NOTE Confidence: 0.94516444
00:47:25.890 --> 00:47:27.410 across the globe, and certainly
NOTE Confidence: 0.94516444
00:47:27.410 --> 00:47:28.695 in the states. Is there
NOTE Confidence: 0.94516444
00:47:28.695 --> 00:47:29.975 any interest do you think,
NOTE Confidence: 0.94516444
00:47:29.975 --> 00:47:30.855 because all of us are
NOTE Confidence: 0.94516444
00:47:30.855 --> 00:47:32.375 truly committed to Yale, feel
NOTE Confidence: 0.94516444
00:47:32.375 --> 00:47:33.815 a fondness for Yale, it
NOTE Confidence: 0.94516444
00:47:33.815 --> 00:47:35.035 made us who we are,
NOTE Confidence: 0.94516444
00:47:35.094 --> 00:47:36.775 to extend, develop, and grow
NOTE Confidence: 0.94516444

00:47:36.775 --> 00:47:38.695 those programs so that clinical
NOTE Confidence: 0.94516444

00:47:38.695 --> 00:47:40.375 outcomes research and, you know,
NOTE Confidence: 0.94516444

00:47:40.375 --> 00:47:42.535 clinical programmatic improvement that can
NOTE Confidence: 0.94516444

00:47:42.535 --> 00:47:44.550 actually result in better clinical
NOTE Confidence: 0.94516444

00:47:44.550 --> 00:47:45.370 care everywhere
NOTE Confidence: 0.9593886

00:47:45.670 --> 00:47:46.950 can be driven by our
NOTE Confidence: 0.9593886

00:47:46.950 --> 00:47:48.390 institution. Is that something on
NOTE Confidence: 0.9593886

00:47:48.390 --> 00:47:49.510 the plate or is it
NOTE Confidence: 0.9593886

00:47:49.510 --> 00:47:51.290 operationally too difficult to enact?
NOTE Confidence: 0.9714093

00:47:51.830 --> 00:47:52.730 I think it's,
NOTE Confidence: 0.95842075

00:47:53.350 --> 00:47:54.310 the more that we can
NOTE Confidence: 0.95842075

00:47:54.310 --> 00:47:56.310 share ideas and borrow from
NOTE Confidence: 0.95842075

00:47:56.310 --> 00:47:57.290 others' success,
NOTE Confidence: 0.9906992

00:47:58.065 --> 00:47:58.864 we're fine with that. I
NOTE Confidence: 0.9906992

00:47:58.864 --> 00:48:01.185 think the point of contact
NOTE Confidence: 0.9906992

00:48:01.185 --> 00:48:02.464 for that should be the

NOTE Confidence: 0.9906992

00:48:02.464 --> 00:48:04.065 folks here who are engaged

NOTE Confidence: 0.9906992

00:48:04.065 --> 00:48:06.145 in implementation science and quality

NOTE Confidence: 0.9906992

00:48:06.145 --> 00:48:06.645 work,

NOTE Confidence: 0.99673367

00:48:07.344 --> 00:48:09.265 and creating that community that

NOTE Confidence: 0.99673367

00:48:09.265 --> 00:48:10.724 that draws on that universal

NOTE Confidence: 0.97941846

00:48:11.790 --> 00:48:12.290 talent.

NOTE Confidence: 0.9749077

00:48:17.310 --> 00:48:19.070 Yes. Good morning. I'm from

NOTE Confidence: 0.9749077

00:48:19.070 --> 00:48:20.510 the class of nineteen sixty

NOTE Confidence: 0.9749077

00:48:20.510 --> 00:48:21.010 five,

NOTE Confidence: 0.9988126

00:48:21.310 --> 00:48:22.050 and you've

NOTE Confidence: 0.96593857

00:48:22.590 --> 00:48:23.870 addressed some of this in

NOTE Confidence: 0.96593857

00:48:23.870 --> 00:48:24.989 part, but can you be

NOTE Confidence: 0.96593857

00:48:24.989 --> 00:48:26.210 a little bit more specific

NOTE Confidence: 0.96593857

00:48:26.350 --> 00:48:28.325 on the Harvard Yale comparison?

NOTE Confidence: 0.94728136

00:48:28.945 --> 00:48:30.145 Obviously, just by looking at

NOTE Confidence: 0.94728136

00:48:30.145 --> 00:48:30.805 the newspaper,
NOTE Confidence: 0.9883097

00:48:31.344 --> 00:48:32.645 Yale is being treated
NOTE Confidence: 0.977598

00:48:33.025 --> 00:48:34.225 or not being treated, but
NOTE Confidence: 0.977598

00:48:34.225 --> 00:48:35.585 it's being handled very differently
NOTE Confidence: 0.977598

00:48:35.585 --> 00:48:36.325 than Harvard.
NOTE Confidence: 0.71544313

00:48:36.785 --> 00:48:38.005 Why is that and,
NOTE Confidence: 0.9835307

00:48:38.705 --> 00:48:40.165 and what is the proactive
NOTE Confidence: 0.9835307

00:48:40.385 --> 00:48:42.005 approach to make sure that,
NOTE Confidence: 0.98751307

00:48:42.460 --> 00:48:43.900 Yale is still viewed in
NOTE Confidence: 0.98751307

00:48:43.900 --> 00:48:45.200 the proper perspective?
NOTE Confidence: 0.74525666

00:48:48.060 --> 00:48:48.560 So,
NOTE Confidence: 0.985003

00:48:50.700 --> 00:48:51.820 you know, I have three
NOTE Confidence: 0.985003

00:48:51.820 --> 00:48:52.780 sons and one of the
NOTE Confidence: 0.985003

00:48:52.780 --> 00:48:53.820 things I learned early on
NOTE Confidence: 0.985003

00:48:53.820 --> 00:48:54.860 is you never comment on
NOTE Confidence: 0.985003

00:48:54.860 --> 00:48:56.080 somebody else's parenting.

NOTE Confidence: 0.896582
00:48:59.415 --> 00:48:59.915 So,
NOTE Confidence: 0.9007889
00:49:03.655 --> 00:49:05.015 I I can't I can't
NOTE Confidence: 0.9007889
00:49:05.015 --> 00:49:05.994 say why.
NOTE Confidence: 0.9182096
00:49:06.454 --> 00:49:07.674 I don't wanna speculate.
NOTE Confidence: 0.99839896
00:49:08.295 --> 00:49:09.835 What I can say is
NOTE Confidence: 0.9733519
00:49:11.830 --> 00:49:13.109 what is happening on the
NOTE Confidence: 0.9733519
00:49:13.109 --> 00:49:13.930 Yale campus.
NOTE Confidence: 0.9965388
00:49:14.950 --> 00:49:16.150 And, you know, for example,
NOTE Confidence: 0.9965388
00:49:16.150 --> 00:49:17.050 in the spring
NOTE Confidence: 0.9909462
00:49:17.430 --> 00:49:18.250 last year,
NOTE Confidence: 0.99968296
00:49:18.869 --> 00:49:20.469 we were very quiet compared
NOTE Confidence: 0.99968296
00:49:20.469 --> 00:49:20.969 to
NOTE Confidence: 0.9988003
00:49:21.830 --> 00:49:23.930 other campuses. We did have,
NOTE Confidence: 0.9700816
00:49:25.415 --> 00:49:26.475 you know, we did have
NOTE Confidence: 0.9700816
00:49:26.775 --> 00:49:27.835 a couple of protests.
NOTE Confidence: 0.99540234

00:49:28.455 --> 00:49:29.755 The I have to credit,
NOTE Confidence: 0.9306036

00:49:30.215 --> 00:49:31.114 provost Strobel,
NOTE Confidence: 0.92993075

00:49:32.055 --> 00:49:33.594 dean of the college, Pericles
NOTE Confidence: 0.92993075

00:49:33.655 --> 00:49:34.155 Lewis,
NOTE Confidence: 0.9877968

00:49:34.855 --> 00:49:36.295 and many, many people who
NOTE Confidence: 0.9877968

00:49:36.295 --> 00:49:37.655 worked hard on several things.
NOTE Confidence: 0.9877968

00:49:37.655 --> 00:49:39.015 One was on communication with
NOTE Confidence: 0.9877968

00:49:39.015 --> 00:49:39.594 the students.
NOTE Confidence: 0.99850667

00:49:40.110 --> 00:49:41.810 So there was constant communication.
NOTE Confidence: 0.99557006

00:49:42.510 --> 00:49:43.870 The second was on setting
NOTE Confidence: 0.99557006

00:49:43.870 --> 00:49:45.470 a set of rules and
NOTE Confidence: 0.99557006

00:49:45.470 --> 00:49:46.530 adhering to them.
NOTE Confidence: 0.9989467

00:49:46.989 --> 00:49:48.290 So that was
NOTE Confidence: 0.9705042

00:49:48.590 --> 00:49:49.790 freedom of speech. You can
NOTE Confidence: 0.9705042

00:49:49.790 --> 00:49:51.150 say whatever you want. You
NOTE Confidence: 0.9705042

00:49:51.150 --> 00:49:52.750 cannot interrupt a class. You

NOTE Confidence: 0.9705042

00:49:52.750 --> 00:49:54.350 cannot interfere with the ability

NOTE Confidence: 0.9705042

00:49:54.350 --> 00:49:56.114 of others to learn, drawing

NOTE Confidence: 0.9705042

00:49:56.114 --> 00:49:57.815 frankly on the Woodward report.

NOTE Confidence: 0.9784136

00:49:58.675 --> 00:50:00.035 And, that took a lot

NOTE Confidence: 0.9784136

00:50:00.035 --> 00:50:01.395 of courage at the time.

NOTE Confidence: 0.9784136

00:50:01.395 --> 00:50:02.375 And I think that,

NOTE Confidence: 0.99896

00:50:03.315 --> 00:50:03.815 although

NOTE Confidence: 0.9802274

00:50:04.594 --> 00:50:06.355 the media sometimes wants to

NOTE Confidence: 0.9802274

00:50:06.355 --> 00:50:08.675 conflate all IVs or all

NOTE Confidence: 0.9802274

00:50:08.675 --> 00:50:10.035 institutions of our kind, I

NOTE Confidence: 0.9802274

00:50:10.035 --> 00:50:10.995 don't think we were the

NOTE Confidence: 0.9802274

00:50:10.995 --> 00:50:11.610 the same,

NOTE Confidence: 0.9988545

00:50:12.570 --> 00:50:13.390 very frankly.

NOTE Confidence: 0.9834923

00:50:14.970 --> 00:50:16.989 There we prior to

NOTE Confidence: 0.99934196

00:50:17.290 --> 00:50:18.590 that period of time,

NOTE Confidence: 0.99922174

00:50:18.970 --> 00:50:20.090 we had been engaged in
NOTE Confidence: 0.99922174

00:50:20.090 --> 00:50:21.310 a lot of self reflection
NOTE Confidence: 0.99922174

00:50:21.450 --> 00:50:21.950 about
NOTE Confidence: 0.9474189

00:50:25.025 --> 00:50:26.785 the feeling, particularly among our
NOTE Confidence: 0.9474189

00:50:26.785 --> 00:50:27.285 undergraduates,
NOTE Confidence: 0.9483734

00:50:27.665 --> 00:50:28.885 that they could not always
NOTE Confidence: 0.9483734

00:50:28.945 --> 00:50:30.625 speak their mind, particularly if
NOTE Confidence: 0.9483734

00:50:30.625 --> 00:50:32.065 they if they were from
NOTE Confidence: 0.9483734

00:50:32.065 --> 00:50:33.285 a conservative background,
NOTE Confidence: 0.9968639

00:50:33.905 --> 00:50:35.105 and a lot of work
NOTE Confidence: 0.9968639

00:50:35.105 --> 00:50:36.864 on civil discourse and how
NOTE Confidence: 0.9968639

00:50:36.864 --> 00:50:38.085 we made that possible.
NOTE Confidence: 0.9721454

00:50:38.930 --> 00:50:40.310 In the school of medicine,
NOTE Confidence: 0.9991269

00:50:41.570 --> 00:50:42.710 I have emphasized
NOTE Confidence: 0.9754478

00:50:43.090 --> 00:50:45.270 since I got here that
NOTE Confidence: 0.9662993

00:50:45.970 --> 00:50:47.190 we care for patients.

NOTE Confidence: 0.9988714

00:50:47.890 --> 00:50:48.390 And

NOTE Confidence: 0.98254573

00:50:48.850 --> 00:50:50.210 as such, we have to

NOTE Confidence: 0.98254573

00:50:50.210 --> 00:50:51.350 view every individual

NOTE Confidence: 0.99525005

00:50:51.890 --> 00:50:53.170 as the human being that

NOTE Confidence: 0.99525005

00:50:53.170 --> 00:50:54.550 they are, and we cannot

NOTE Confidence: 0.9134232

00:50:57.375 --> 00:50:59.315 be writing off a group

NOTE Confidence: 0.98899776

00:50:59.775 --> 00:51:01.375 because they believe differently from

NOTE Confidence: 0.98899776

00:51:01.375 --> 00:51:02.415 us. And we need to

NOTE Confidence: 0.98899776

00:51:02.415 --> 00:51:03.535 be careful even about what

NOTE Confidence: 0.98899776

00:51:03.535 --> 00:51:04.575 we say in public. And

NOTE Confidence: 0.98899776

00:51:04.575 --> 00:51:05.395 that was a,

NOTE Confidence: 0.98950374

00:51:06.655 --> 00:51:07.855 I would say, not always

NOTE Confidence: 0.98950374

00:51:07.855 --> 00:51:09.719 a popular stance, but I

NOTE Confidence: 0.98950374

00:51:09.719 --> 00:51:11.020 believe very strongly,

NOTE Confidence: 0.9974645

00:51:11.480 --> 00:51:12.520 that we've made a commitment

NOTE Confidence: 0.9974645

00:51:12.520 --> 00:51:14.040 to a profession that requires
NOTE Confidence: 0.9974645

00:51:14.040 --> 00:51:14.860 that of us.
NOTE Confidence: 0.9869226

00:51:15.320 --> 00:51:15.719 And,
NOTE Confidence: 0.9808798

00:51:16.360 --> 00:51:16.860 so,
NOTE Confidence: 0.98897845

00:51:17.719 --> 00:51:19.100 you know, I I
NOTE Confidence: 0.9852914

00:51:19.640 --> 00:51:20.840 it would be hubris to
NOTE Confidence: 0.9852914

00:51:20.840 --> 00:51:22.200 say that we may not
NOTE Confidence: 0.9852914

00:51:22.200 --> 00:51:22.940 see that,
NOTE Confidence: 0.7624824

00:51:23.785 --> 00:51:24.285 and,
NOTE Confidence: 0.9907481

00:51:24.825 --> 00:51:26.825 we have to, again, make
NOTE Confidence: 0.9907481

00:51:26.825 --> 00:51:29.005 decisions based on values and
NOTE Confidence: 0.98765314

00:51:29.385 --> 00:51:30.825 and the law. Right? And
NOTE Confidence: 0.98765314

00:51:30.825 --> 00:51:31.785 I feel that we have,
NOTE Confidence: 0.98765314

00:51:31.785 --> 00:51:32.825 and we can defend our
NOTE Confidence: 0.98765314

00:51:32.825 --> 00:51:33.325 decisions.
NOTE Confidence: 0.9504173

00:51:40.060 --> 00:51:41.840 Hi. Good morning. Joe Rojas,

NOTE Confidence: 0.9504173
00:51:41.900 --> 00:51:43.040 class of twenty ten.
NOTE Confidence: 0.9952202
00:51:43.660 --> 00:51:44.300 I think a lot of
NOTE Confidence: 0.9952202
00:51:44.300 --> 00:51:44.780 us,
NOTE Confidence: 0.9659413
00:51:45.420 --> 00:51:47.040 are, you know, working in,
NOTE Confidence: 0.98920727
00:51:47.500 --> 00:51:49.500 academic centers still and have
NOTE Confidence: 0.98920727
00:51:49.500 --> 00:51:51.100 a lot of trainees, medical
NOTE Confidence: 0.98920727
00:51:51.100 --> 00:51:51.600 students,
NOTE Confidence: 0.98892987
00:51:52.505 --> 00:51:54.445 residents from different systems.
NOTE Confidence: 0.9954999
00:51:55.145 --> 00:51:56.505 And I think a lot
NOTE Confidence: 0.9954999
00:51:56.505 --> 00:51:58.205 of us have seen,
NOTE Confidence: 0.9698917
00:51:58.905 --> 00:52:00.025 in the past few years,
NOTE Confidence: 0.9698917
00:52:00.025 --> 00:52:00.605 a pretty
NOTE Confidence: 0.9996707
00:52:00.905 --> 00:52:01.965 rapid and dramatic
NOTE Confidence: 0.9972837
00:52:02.745 --> 00:52:03.945 change in the way that
NOTE Confidence: 0.9972837
00:52:03.945 --> 00:52:05.485 trainees view professionalism.
NOTE Confidence: 0.9866353

00:52:07.320 --> 00:52:08.600 And I think probably a
NOTE Confidence: 0.9866353

00:52:08.600 --> 00:52:09.880 lot of us feel not
NOTE Confidence: 0.9866353

00:52:09.880 --> 00:52:11.260 necessarily in a good way.
NOTE Confidence: 0.97143227

00:52:12.840 --> 00:52:13.340 And
NOTE Confidence: 0.9790529

00:52:13.800 --> 00:52:16.220 I'm wondering specifically for
NOTE Confidence: 0.9669981

00:52:16.760 --> 00:52:18.140 Yale and the Yale system,
NOTE Confidence: 0.9912556

00:52:18.440 --> 00:52:19.739 which has always been,
NOTE Confidence: 0.99460995

00:52:20.614 --> 00:52:22.315 you know, focused on
NOTE Confidence: 0.9649945

00:52:22.694 --> 00:52:24.635 adult learners, independent learners,
NOTE Confidence: 0.9994074

00:52:25.174 --> 00:52:25.674 but
NOTE Confidence: 0.98247176

00:52:26.694 --> 00:52:27.194 also
NOTE Confidence: 0.964652

00:52:27.575 --> 00:52:28.234 kind of
NOTE Confidence: 0.98420715

00:52:28.614 --> 00:52:30.614 putting a strong emphasis on
NOTE Confidence: 0.98420715

00:52:30.614 --> 00:52:31.655 we always have to show
NOTE Confidence: 0.98420715

00:52:31.655 --> 00:52:32.555 up for the patients.
NOTE Confidence: 0.89919287

00:52:33.094 --> 00:52:34.055 And when it comes to

NOTE Confidence: 0.89919287

00:52:34.055 --> 00:52:34.875 patient care,

NOTE Confidence: 0.9958265

00:52:35.810 --> 00:52:36.530 that trumps anything else.

NOTE Confidence: 0.98507774

00:52:38.370 --> 00:52:39.410 So I'm just kind of

NOTE Confidence: 0.98507774

00:52:39.410 --> 00:52:41.910 curious how Yale is navigating

NOTE Confidence: 0.98507774

00:52:42.130 --> 00:52:44.450 this change and trying to

NOTE Confidence: 0.98507774

00:52:44.450 --> 00:52:46.050 impart, you know, on a

NOTE Confidence: 0.98507774

00:52:46.050 --> 00:52:47.489 new generation of learners who

NOTE Confidence: 0.98507774

00:52:47.489 --> 00:52:49.430 have a slightly different relationship

NOTE Confidence: 0.98507774

00:52:49.489 --> 00:52:50.945 with work that

NOTE Confidence: 0.92366886

00:52:53.085 --> 00:52:54.205 and that's good and bad.

NOTE Confidence: 0.92366886

00:52:54.205 --> 00:52:55.645 That's I mean let's be

NOTE Confidence: 0.92366886

00:52:55.645 --> 00:52:56.844 real, that's good and bad.

NOTE Confidence: 0.92366886

00:52:56.844 --> 00:52:58.205 That's good and bad. I,

NOTE Confidence: 0.92366886

00:52:58.205 --> 00:52:59.405 you know, I don't expect

NOTE Confidence: 0.92366886

00:52:59.405 --> 00:53:00.285 anyone to die on the

NOTE Confidence: 0.92366886

00:53:00.285 --> 00:53:01.185 altar of medicine
NOTE Confidence: 0.7095129

00:53:01.565 --> 00:53:02.065 but,
NOTE Confidence: 0.9145552

00:53:03.005 --> 00:53:04.305 you know, how do we
NOTE Confidence: 0.9996213

00:53:05.100 --> 00:53:07.040 prepare them for a profession
NOTE Confidence: 0.9992514

00:53:07.580 --> 00:53:09.660 that is about giving to
NOTE Confidence: 0.9992514

00:53:09.660 --> 00:53:10.800 people in their
NOTE Confidence: 0.9174697

00:53:11.660 --> 00:53:12.800 most desperate hour,
NOTE Confidence: 0.9205084

00:53:13.180 --> 00:53:14.320 most vulnerable hour,
NOTE Confidence: 0.95205283

00:53:15.660 --> 00:53:16.160 and,
NOTE Confidence: 0.9456146

00:53:16.860 --> 00:53:18.620 you know, recruit for for
NOTE Confidence: 0.9456146

00:53:18.620 --> 00:53:19.739 students who are who are
NOTE Confidence: 0.9456146

00:53:19.739 --> 00:53:21.245 prepared to do that. So
NOTE Confidence: 0.9456146

00:53:21.245 --> 00:53:22.364 I I would say that's
NOTE Confidence: 0.9456146

00:53:22.364 --> 00:53:23.245 the that what you just
NOTE Confidence: 0.9456146

00:53:23.245 --> 00:53:24.445 said is really important. It
NOTE Confidence: 0.9456146

00:53:24.445 --> 00:53:26.445 starts with the students we

NOTE Confidence: 0.9456146
00:53:26.445 --> 00:53:26.945 select,
NOTE Confidence: 0.98918366
00:53:28.364 --> 00:53:28.864 and,
NOTE Confidence: 0.9839384
00:53:29.805 --> 00:53:30.844 I have been clear to
NOTE Confidence: 0.9839384
00:53:30.844 --> 00:53:32.445 the admissions committee that we
NOTE Confidence: 0.9839384
00:53:33.120 --> 00:53:33.920 and and I I don't
NOTE Confidence: 0.9839384
00:53:34.080 --> 00:53:35.520 it wasn't like the admissions
NOTE Confidence: 0.9839384
00:53:35.520 --> 00:53:36.800 committee didn't believe this, but
NOTE Confidence: 0.9839384
00:53:36.800 --> 00:53:38.000 that we have to select
NOTE Confidence: 0.9839384
00:53:38.000 --> 00:53:38.500 for
NOTE Confidence: 0.9133131
00:53:40.160 --> 00:53:42.320 students who I particularly who
NOTE Confidence: 0.9133131
00:53:42.320 --> 00:53:42.820 demonstrate
NOTE Confidence: 0.99576175
00:53:43.120 --> 00:53:44.800 resilience, which means that they
NOTE Confidence: 0.99576175
00:53:44.800 --> 00:53:46.960 have experienced defeat and worked
NOTE Confidence: 0.99576175
00:53:46.960 --> 00:53:49.285 hard to recover from that,
NOTE Confidence: 0.9799676
00:53:51.344 --> 00:53:52.545 in whatever form it's been
NOTE Confidence: 0.9799676

00:53:52.545 --> 00:53:54.145 in their lives, but and
NOTE Confidence: 0.9799676

00:53:54.145 --> 00:53:55.905 who have that professional identity
NOTE Confidence: 0.9799676

00:53:55.905 --> 00:53:57.105 that they're coming here to
NOTE Confidence: 0.9799676

00:53:57.105 --> 00:53:58.465 serve, and this is a
NOTE Confidence: 0.9799676

00:53:58.465 --> 00:53:59.745 profession, not a job. So
NOTE Confidence: 0.9799676

00:53:59.745 --> 00:54:01.525 that's that's number one.
NOTE Confidence: 0.96346617

00:54:01.920 --> 00:54:03.219 And I think as you
NOTE Confidence: 0.96346617

00:54:03.280 --> 00:54:04.800 see students over this weekend,
NOTE Confidence: 0.96346617

00:54:04.800 --> 00:54:05.380 you will
NOTE Confidence: 0.99761665

00:54:05.760 --> 00:54:06.739 you will see that.
NOTE Confidence: 0.9701531

00:54:07.200 --> 00:54:08.160 The second is we have
NOTE Confidence: 0.9701531

00:54:08.160 --> 00:54:09.059 to model it,
NOTE Confidence: 0.9865735

00:54:09.599 --> 00:54:10.099 and,
NOTE Confidence: 0.9766253

00:54:10.640 --> 00:54:11.599 the third is we have
NOTE Confidence: 0.9766253

00:54:11.599 --> 00:54:13.140 to hold people accountable.
NOTE Confidence: 0.9992466

00:54:14.454 --> 00:54:15.515 Both our faculty

NOTE Confidence: 0.9775423

00:54:15.895 --> 00:54:16.875 and our,

NOTE Confidence: 0.9846204

00:54:17.494 --> 00:54:18.555 students. And

NOTE Confidence: 0.9637768

00:54:18.855 --> 00:54:19.734 one of the things we

NOTE Confidence: 0.9637768

00:54:19.734 --> 00:54:20.775 realized is we have to

NOTE Confidence: 0.9637768

00:54:20.775 --> 00:54:22.135 celebrate when people do it

NOTE Confidence: 0.9637768

00:54:22.135 --> 00:54:22.635 well.

NOTE Confidence: 0.9804012

00:54:23.255 --> 00:54:24.935 And so we, you know,

NOTE Confidence: 0.9804012

00:54:24.935 --> 00:54:26.295 we have a weekly news

NOTE Confidence: 0.9804012

00:54:26.295 --> 00:54:26.954 and recognition,

NOTE Confidence: 0.9962671

00:54:27.255 --> 00:54:29.099 and occasionally, we'll publish something

NOTE Confidence: 0.9962671

00:54:29.099 --> 00:54:30.160 in that that is

NOTE Confidence: 0.9791073

00:54:30.940 --> 00:54:32.140 about a fellow who went

NOTE Confidence: 0.9791073

00:54:32.140 --> 00:54:33.680 the extra mile for,

NOTE Confidence: 0.97429097

00:54:34.780 --> 00:54:35.980 a patient, those sorts of

NOTE Confidence: 0.97429097

00:54:35.980 --> 00:54:37.500 things. So by saying this

NOTE Confidence: 0.97429097

00:54:37.500 --> 00:54:38.719 is something we value,
NOTE Confidence: 0.9958822

00:54:39.180 --> 00:54:40.140 I think it sends a
NOTE Confidence: 0.9958822

00:54:40.140 --> 00:54:40.640 message.
NOTE Confidence: 0.8728724

00:54:42.835 --> 00:54:43.335 Yes.
NOTE Confidence: 0.9917931

00:54:49.315 --> 00:54:50.835 One other question based on
NOTE Confidence: 0.9917931

00:54:50.835 --> 00:54:51.414 the resilience
NOTE Confidence: 0.9736362

00:54:51.714 --> 00:54:52.864 Yeah. Focus.
NOTE Confidence: 0.9994209

00:54:53.760 --> 00:54:55.440 How do you prepare young
NOTE Confidence: 0.9994209

00:54:55.440 --> 00:54:57.060 doctors to enter the environment,
NOTE Confidence: 0.9994209

00:54:57.120 --> 00:54:58.080 you know, that we now
NOTE Confidence: 0.9994209

00:54:58.080 --> 00:54:58.580 have
NOTE Confidence: 0.9582331

00:54:58.880 --> 00:55:00.100 where you have the administrative
NOTE Confidence: 0.9582331

00:55:00.239 --> 00:55:02.080 burdens of the computerized medical
NOTE Confidence: 0.9582331

00:55:02.080 --> 00:55:03.780 record? You have the administrative
NOTE Confidence: 0.9904208

00:55:04.160 --> 00:55:05.520 burdens of the health care
NOTE Confidence: 0.9904208

00:55:05.520 --> 00:55:06.020 system

NOTE Confidence: 0.9762663

00:55:06.400 --> 00:55:08.385 who employs you. I'm employed

NOTE Confidence: 0.9762663

00:55:08.385 --> 00:55:09.905 by I'm class of seventy

NOTE Confidence: 0.9762663

00:55:09.905 --> 00:55:11.265 five. I'm employed by a

NOTE Confidence: 0.9762663

00:55:11.265 --> 00:55:12.465 big health care system in

NOTE Confidence: 0.9762663

00:55:12.465 --> 00:55:12.965 Cincinnati.

NOTE Confidence: 0.99946624

00:55:13.665 --> 00:55:14.565 So the administrative

NOTE Confidence: 0.9805251

00:55:15.025 --> 00:55:16.705 burden there in terms of

NOTE Confidence: 0.9805251

00:55:16.705 --> 00:55:18.165 hours and hours and hours

NOTE Confidence: 0.9805251

00:55:18.225 --> 00:55:19.665 every year and then the

NOTE Confidence: 0.9805251

00:55:19.665 --> 00:55:21.445 administrative burdens for continuing

NOTE Confidence: 0.8336751

00:55:22.065 --> 00:55:22.565 recertification,

NOTE Confidence: 0.9784192

00:55:24.670 --> 00:55:26.210 by the professional societies.

NOTE Confidence: 0.9707098

00:55:26.670 --> 00:55:27.710 And if you start to

NOTE Confidence: 0.9707098

00:55:27.710 --> 00:55:29.070 add those all up and

NOTE Confidence: 0.9707098

00:55:29.070 --> 00:55:30.190 they seem to go up

NOTE Confidence: 0.9707098

00:55:30.190 --> 00:55:31.190 every year Yeah.
NOTE Confidence: 0.99425507

00:55:31.870 --> 00:55:33.489 It can be a devastatingly
NOTE Confidence: 0.9679352

00:55:34.590 --> 00:55:36.350 exhausting thing over and above
NOTE Confidence: 0.9679352

00:55:36.350 --> 00:55:38.285 clinical work. Right. It's not
NOTE Confidence: 0.9679352

00:55:38.285 --> 00:55:40.125 direct clinical work, and I
NOTE Confidence: 0.9679352

00:55:40.125 --> 00:55:42.365 find that women are more
NOTE Confidence: 0.9679352

00:55:42.365 --> 00:55:42.865 vulnerable.
NOTE Confidence: 0.9798499

00:55:43.885 --> 00:55:45.805 And I know that the
NOTE Confidence: 0.9798499

00:55:45.805 --> 00:55:47.485 site the suicide rate among
NOTE Confidence: 0.9798499

00:55:47.485 --> 00:55:49.485 women physicians is substantially higher
NOTE Confidence: 0.9798499

00:55:49.485 --> 00:55:50.765 than male. Right. So I
NOTE Confidence: 0.9798499

00:55:50.765 --> 00:55:52.125 think this is all all
NOTE Confidence: 0.9798499

00:55:52.125 --> 00:55:52.625 linked.
NOTE Confidence: 0.98288834

00:55:56.410 --> 00:55:57.930 So, this is about physician
NOTE Confidence: 0.98288834

00:55:57.930 --> 00:55:59.849 well-being much larger than preparing
NOTE Confidence: 0.98288834

00:55:59.849 --> 00:56:00.890 the students. This is about

NOTE Confidence: 0.98288834
00:56:00.890 --> 00:56:01.710 our own faculty,
NOTE Confidence: 0.9986872
00:56:02.969 --> 00:56:04.190 and it is
NOTE Confidence: 0.98500395
00:56:04.730 --> 00:56:06.170 very hard not to crack.
NOTE Confidence: 0.99947184
00:56:06.569 --> 00:56:07.469 I would say
NOTE Confidence: 0.9187917
00:56:08.405 --> 00:56:09.685 some of it we're we're
NOTE Confidence: 0.9187917
00:56:09.685 --> 00:56:11.364 using technology. So we're now
NOTE Confidence: 0.9187917
00:56:11.364 --> 00:56:12.825 using ambient AI
NOTE Confidence: 0.99840426
00:56:13.285 --> 00:56:14.244 to write notes for our
NOTE Confidence: 0.99840426
00:56:14.244 --> 00:56:14.744 faculty.
NOTE Confidence: 0.9987358
00:56:16.405 --> 00:56:18.344 It's really quite remarkable.
NOTE Confidence: 0.9791977
00:56:19.445 --> 00:56:20.744 We can have a conversation,
NOTE Confidence: 0.9791977
00:56:20.805 --> 00:56:21.844 and as you're walking out
NOTE Confidence: 0.9791977
00:56:21.844 --> 00:56:22.984 the door, you say,
NOTE Confidence: 0.973083
00:56:23.530 --> 00:56:24.490 you know, by the way,
NOTE Confidence: 0.973083
00:56:24.490 --> 00:56:26.170 I had chest pain on
NOTE Confidence: 0.973083

00:56:26.170 --> 00:56:27.050 Friday. I was at my
NOTE Confidence: 0.973083

00:56:27.050 --> 00:56:28.410 mother-in-law. Boy, does she drive
NOTE Confidence: 0.973083

00:56:28.410 --> 00:56:29.450 me crazy, you know, blah
NOTE Confidence: 0.973083

00:56:29.450 --> 00:56:31.450 blah blah. And what and
NOTE Confidence: 0.973083

00:56:31.450 --> 00:56:32.410 what comes out of that
NOTE Confidence: 0.973083

00:56:32.410 --> 00:56:33.850 is a very coherent note
NOTE Confidence: 0.973083

00:56:33.850 --> 00:56:34.810 written in a in a
NOTE Confidence: 0.973083

00:56:34.810 --> 00:56:35.870 rigorous structure.
NOTE Confidence: 0.9432316

00:56:37.475 --> 00:56:39.735 And it works better for,
NOTE Confidence: 0.97790253

00:56:41.395 --> 00:56:42.535 the so called cognitive
NOTE Confidence: 0.98566705

00:56:43.235 --> 00:56:44.995 disciplines than, you know, for
NOTE Confidence: 0.98566705

00:56:44.995 --> 00:56:46.295 these very quick,
NOTE Confidence: 0.95064545

00:56:46.675 --> 00:56:47.875 follow ups post op or
NOTE Confidence: 0.95064545

00:56:47.875 --> 00:56:49.015 something like that. But,
NOTE Confidence: 0.99768823

00:56:50.275 --> 00:56:51.815 we we've got to solve
NOTE Confidence: 0.99768823

00:56:51.900 --> 00:56:53.599 for that. We we also

NOTE Confidence: 0.99768823

00:56:53.739 --> 00:56:55.020 have to you know, people

NOTE Confidence: 0.99768823

00:56:55.020 --> 00:56:55.980 say this a lot and

NOTE Confidence: 0.99768823

00:56:55.980 --> 00:56:57.680 talk about people working at

NOTE Confidence: 0.9929832

00:56:58.299 --> 00:56:59.440 the top of their license.

NOTE Confidence: 0.9929832

00:56:59.660 --> 00:57:00.400 We have,

NOTE Confidence: 0.9902458

00:57:02.059 --> 00:57:03.500 we have nurse practitioners doing

NOTE Confidence: 0.9902458

00:57:03.500 --> 00:57:04.859 what RNs could be doing.

NOTE Confidence: 0.9902458

00:57:04.859 --> 00:57:06.645 We have physicians doing what,

NOTE Confidence: 0.9902458

00:57:06.725 --> 00:57:08.085 you know, clerks could be

NOTE Confidence: 0.9902458

00:57:08.085 --> 00:57:08.585 doing.

NOTE Confidence: 0.98095435

00:57:08.965 --> 00:57:10.165 We've got to put the

NOTE Confidence: 0.98095435

00:57:10.165 --> 00:57:11.945 right support people in place

NOTE Confidence: 0.98095435

00:57:12.005 --> 00:57:12.745 for everyone,

NOTE Confidence: 0.9693066

00:57:13.205 --> 00:57:13.705 and,

NOTE Confidence: 0.99693996

00:57:15.125 --> 00:57:16.405 I think you can make

NOTE Confidence: 0.99693996

00:57:16.405 --> 00:57:17.925 the the case for that
NOTE Confidence: 0.99693996

00:57:17.925 --> 00:57:19.365 on an economic basis if
NOTE Confidence: 0.99693996

00:57:19.365 --> 00:57:20.665 you work closely.
NOTE Confidence: 0.9997718

00:57:21.579 --> 00:57:22.880 In terms of our students,
NOTE Confidence: 0.99868107

00:57:23.660 --> 00:57:24.700 it gets back to how
NOTE Confidence: 0.99868107

00:57:24.700 --> 00:57:26.160 we teach. Right? We
NOTE Confidence: 0.978827

00:57:26.700 --> 00:57:28.380 are we certainly don't spend
NOTE Confidence: 0.978827

00:57:28.380 --> 00:57:29.900 time on I should say,
NOTE Confidence: 0.978827

00:57:29.900 --> 00:57:30.859 we spend time on how
NOTE Confidence: 0.978827

00:57:30.859 --> 00:57:32.079 to use AI critically
NOTE Confidence: 0.9493909

00:57:32.780 --> 00:57:33.980 now, which is something,
NOTE Confidence: 0.9926703

00:57:35.265 --> 00:57:36.545 and and how to read
NOTE Confidence: 0.9926703

00:57:36.545 --> 00:57:38.305 the literature critically still, which
NOTE Confidence: 0.9926703

00:57:38.305 --> 00:57:39.105 may come to you as
NOTE Confidence: 0.9926703

00:57:39.105 --> 00:57:40.964 a compendium of AI generated,
NOTE Confidence: 0.9926703

00:57:41.184 --> 00:57:42.325 you know, things.

NOTE Confidence: 0.99353206
00:57:43.664 --> 00:57:44.164 But
NOTE Confidence: 0.99772006
00:57:44.545 --> 00:57:46.085 in the same way that
NOTE Confidence: 0.9981603
00:57:46.944 --> 00:57:47.765 the diseases
NOTE Confidence: 0.9979866
00:57:48.145 --> 00:57:49.830 and therapies that they have
NOTE Confidence: 0.9979866
00:57:49.830 --> 00:57:50.790 thirty years from now will
NOTE Confidence: 0.9979866
00:57:50.790 --> 00:57:52.570 be completely different from
NOTE Confidence: 0.9838122
00:57:53.590 --> 00:57:55.190 what they're have now. There's
NOTE Confidence: 0.9838122
00:57:55.190 --> 00:57:56.650 no point in having them
NOTE Confidence: 0.98923856
00:57:57.670 --> 00:57:59.270 learn by memorization. Right? We
NOTE Confidence: 0.98923856
00:57:59.270 --> 00:58:00.230 want them to learn how
NOTE Confidence: 0.98923856
00:58:00.230 --> 00:58:01.110 to think, and we want
NOTE Confidence: 0.98923856
00:58:01.110 --> 00:58:01.910 them to learn how to
NOTE Confidence: 0.98923856
00:58:01.910 --> 00:58:02.650 think critically,
NOTE Confidence: 0.9997115
00:58:03.110 --> 00:58:04.250 whether it's about
NOTE Confidence: 0.98138773
00:58:04.704 --> 00:58:06.165 the mechanism of a disease
NOTE Confidence: 0.98138773

00:58:06.224 --> 00:58:07.665 or how we operate in
NOTE Confidence: 0.98138773

00:58:07.665 --> 00:58:08.785 health because they're gonna be
NOTE Confidence: 0.98138773

00:58:08.785 --> 00:58:09.905 the leaders who change the
NOTE Confidence: 0.98138773

00:58:09.905 --> 00:58:10.645 health systems.
NOTE Confidence: 0.945255

00:58:15.345 --> 00:58:16.565 Is this our last one?
NOTE Confidence: 0.8830098

00:58:16.930 --> 00:58:17.236 I'm getting the I'm getting
NOTE Confidence: 0.8830098

00:58:17.236 --> 00:58:17.750 the hook
NOTE Confidence: 0.9973217

00:58:18.370 --> 00:58:18.870 here.
NOTE Confidence: 0.88091886

00:58:27.170 --> 00:58:28.770 Hi. Jerry Wu, class of
NOTE Confidence: 0.88091886

00:58:28.770 --> 00:58:30.210 two thousand. I actually graduated
NOTE Confidence: 0.88091886

00:58:30.210 --> 00:58:31.090 in o one because I
NOTE Confidence: 0.88091886

00:58:31.090 --> 00:58:32.130 was on the five year
NOTE Confidence: 0.88091886

00:58:32.130 --> 00:58:33.105 plan. Yep. And I think
NOTE Confidence: 0.88091886

00:58:33.105 --> 00:58:34.545 around half of my classmates
NOTE Confidence: 0.88091886

00:58:34.545 --> 00:58:35.105 did this thing. So I
NOTE Confidence: 0.88091886

00:58:35.105 --> 00:58:36.065 was kinda curious what's the

NOTE Confidence: 0.88091886

00:58:36.065 --> 00:58:37.605 current dynamic in terms of

NOTE Confidence: 0.97334826

00:58:40.545 --> 00:58:42.245 percent. It's confusing at graduation.

NOTE Confidence: 0.97334826

00:58:42.545 --> 00:58:43.505 I have to I have

NOTE Confidence: 0.97334826

00:58:43.505 --> 00:58:44.645 to remember who's

NOTE Confidence: 0.94030267

00:58:45.025 --> 00:58:46.325 who was here for what.

NOTE Confidence: 0.7940353

00:58:47.640 --> 00:58:48.140 K.

NOTE Confidence: 0.7949328

00:58:51.480 --> 00:58:52.680 I'm I'm getting I'm getting

NOTE Confidence: 0.7949328

00:58:52.680 --> 00:58:53.339 the this.

NOTE Confidence: 0.96581674

00:58:54.760 --> 00:58:55.579 Thank you.