

# Yale SCHOOL OF PUBLIC HEALTH

**Director, Financial Strategy & Administration  
School of Public Health  
Yale University  
New Haven, Connecticut**

*“We have experienced a historic crisis that underscores the necessity of public health to the well-being of communities in this country and around the world. We also know that other public health threats require immediate attention, including those resulting from climate change, food insecurity, water scarcity, health inequities, and growth in infectious and non-communicable diseases. Yale is proud to support the YSPH (Yale School of Public Health) community as it addresses these pressing health challenges and improves local and global health for all.”*

*Yale President Peter Salovey, February 24, 2022*

## THE SEARCH

In February of 2022, President Peter Salovey announced that the Yale School of Public Health (“YSPH” or “the School”) would become the newest constituent school of Yale University. The University now seeks a Director of Financial Strategy & Administration for its newly independent school.

YSPH traces its origins to 1915, when it provided the first graduate-level public health studies in the country, as part of Yale School of Medicine. It developed as an impressive research and teaching organization, regularly adding faculty and fields of research to become one of the first eight accredited schools of public health by the American Public Health Association in 1946. The School traditionally functioned as a department within the School of Medicine, while remaining an accredited school of public health, with a dean who reported to the School of Medicine and the Provost. At this exciting moment, the School is transitioning to operating as an autonomous, self-supporting school with financial and administrative independence.

Developing in the culture of a strong, basic science-focused medical school gave YSPH an excellent biological science foundation, but the School has always stressed its roots in epidemiology, public health practice, and population health. In the modern era, this classic public health focus has emerged as a vivid social justice commitment that permeates all YSPH’s departments and helps to unify the School.

Under Dean Megan Ranney, who arrived in July 2023 after a national search, the School has set an ambitious goal of transforming the future of public health. YSPH is already in the top 10 percent of schools

of public health and was ranked 11th in the country by *US News and World Report* in 2023. It has one of the strongest research cultures within public health and collaborates integrally across all of Yale, in both its research and teaching programs. The faculty are remarkably successful in their grant applications: almost all faculty members receive 70 percent or more of their salary from grants. With 154 faculty, 75 of whom are tenure-track, the School produced nearly \$70 million in sponsored research in 2023, with two-thirds of funding coming from the NIH (National Institutes of Health). Their work drives the School's impressive academic profile.

In addition to its reputation and research acumen, the School has considerable tangible and intangible assets and boasts a \$220 million endowment. With careful stewardship and regular investment, YSPH holds the third-largest endowment of any public health school. The School is second only to Harvard on a per capita basis, with an additional \$50 million promised if the School can raise endowment funds to match that gift. In addition, the University is providing much-needed aid, both immediate and long-term, to YSPH facilities.

Reporting to Dean Megan Ranney, the Director will serve as a key strategic leader and have ownership and responsibility for the business operations of the School during an important moment of transition and independence. The Director will play a critical role in developing and meeting financial, operational, and administrative support service goals across the School, and will ensure that missions are developed, measured, and monitored. The ideal candidate will be an effective leader, natural collaborator, deft manager, analytical thinker, and skilled communicator with a strategic mindset and keen financial acumen. The Director will be a hands-on problem solver who has demonstrated experience developing, implementing, and improving financial and administrative processes in a complex system. The Director will serve as an ambassador and champion in creating a collegial, collaborative, and effective culture and climate throughout the School. In addition to overseeing the administrative and fiscal operations of YSPH, the Director will also serve as a strategic partner to the dean, and as such represent the dean at critical university and external forums.

With new leadership and Yale University's commitment to the School, YSPH will continue to make positive and significant impacts on public health around the world and a measurable difference in the quality of people's lives and well-being through its commitment to public health education, research, practice, and service to local and global communities. Yale firmly believes that the times require an investment in public health.

## **YALE UNIVERSITY**

Yale University is dedicated to expanding and sharing knowledge, inspiring innovation, and preserving cultural and scientific information for future generations. The University traces its roots to the 1640s when clergymen led an effort to establish a local college to preserve the tradition of European liberal education in the New World. In 1718, the school officially became Yale College, renamed in honor of Welsh merchant Elihu Yale, who had donated the proceeds from the sale of nine bales of goods alongside 417 books and a portrait of King George I.

Today, Yale is a member of the Ivy League and the Association of American Universities and ranks among the world's premier private research universities. The University's academic divisions consist of Yale College, the Graduate School of Arts and Sciences, and 13 professional schools: Architecture, Art, Divinity, Drama, Engineering and Applied Science, Environment, Global Affairs, Law, Management, Medicine, Music, Nursing, and Public Health. The University operates with a \$5.57 billion budget and spends approximately \$1 billion on research annually. Yale's endowment as of the end of the 2023 fiscal year amounted to \$40.7 billion.

Yale enrolls more than 13,600 students, including 6,590 undergraduate students and 5,344 graduate and professional students. The university employs 5,259 faculty and more than 10,891 staff members. Its network of more than 180,000 living alumni remains deeply engaged with their alma mater.

### **University Leadership**

#### *President Peter Salovey*

Peter Salovey is the 23rd president of Yale University and the Chris Argyris Professor of Psychology. He became president of the university in July 2013. Prior to becoming president, President Salovey served as Yale's provost from 2008 to 2013. Other leadership roles at Yale have included serving as chair of the Department of Psychology (2000 to 2003); dean of the Graduate School of Arts and Sciences (2003 to 2004); and dean of Yale College (2004 to 2008).

President Salovey has led the development of new programs and facilities across the schools and departments of Yale, including restructuring the leadership of the Faculty of Arts and Sciences, opening two new residential colleges, and expanding Yale College enrollment by 15 percent. The President is committed to increasing diversity, ensuring equity, and enhancing a sense of inclusion and belonging for everyone within the Yale community, and, in January 2020, he convened a committee of faculty and staff to help guide and inform current and future actions to create a campus climate that reflects these values. He is advancing innovative teaching on campus; amplifying Yale's partnerships in Africa, Asia, and other parts of the world; and enhancing interdisciplinary collaboration and entrepreneurial opportunities for faculty and students. President Salovey is committed to increasing access to a Yale education for students worldwide regardless of their financial background.

President Salovey recently announced his retirement from the presidency in June 2024 and a search is underway to identify his successor.

#### *Provost Scott A. Strobel*

Scott Strobel is the Henry Ford II Professor of Molecular Biophysics & Biochemistry and became University Provost in 2020. Strobel joined the Yale faculty in 1995 and served as a department chair from 2006 to 2009. From 2011 to 2019, he served as Vice President for West Campus Planning & Program

Development where he orchestrated the emergence of the West Campus as a research and educational center of the university. In July 2014, he took on additional responsibility as the inaugural Deputy Provost for Teaching & Learning. In this capacity, he oversaw the creation of the Poorvu Center for Teaching and Learning, housed within the York Street wing of Sterling Memorial Library.

*Dean Megan Ranney, MD, MPH*

Dr. Megan Ranney is an emergency physician, researcher, and national advocate for innovative approaches to public health. She joined Yale in July 2023 as the Dean of the Yale School of Public Health and C.-E.A. Winslow Professor of Public Health. Dean Ranney's research focuses on developing, testing, and disseminating digital health interventions to prevent violence and related behavioral health problems, as well as on COVID-related risk reduction. Prior to arriving at Yale, Dean Ranney served as Deputy Dean at the Brown University School of Public Health; the Warren Alpert Endowed Professor of Emergency Medicine at Alpert Medical School of Brown University; and the Founding Director of the Brown-Lifespan Center for Digital Health.

During Dean Ranney's tenure as Dean, the School has developed an ambitious financial and administrative plan for independence, has recruited four ladder track faculty, ten research track faculty, and one senior fellow (with additional recruitments in progress), and has grown the yearly budget and endowment. Her goal is for YSPH to define the future of public health, by creating systems solutions to the world's most pressing health challenges.

Dean Ranney has received numerous awards for technology innovation, public health, and research, including Rhode Island "Woman of the Year" and the American College of Emergency Physicians' Policy Pioneer Award. A leading public voice on urgent topics in health and medicine, she offers expert analysis through testimony to Congress and guidance for non-governmental organizations. She is a frequent media commentator and author of op-eds for outlets that include the BBC, CNN, The Atlantic, MSNBC, The Wall Street Journal, Fox News, The Washington Post, and The New York Times.

## **THE SCHOOL OF PUBLIC HEALTH**

The Yale School of Public Health is one of the oldest nationally accredited schools of public health in the United States. Alongside Yale Cancer Center, YSPH was one of the first NCI-designated cancer prevention and control research programs, propelled by Connecticut's tumor registry and SEER (surveillance, epidemiology, and end results) sites. With a history of significant discoveries and having played a major role in navigating the COVID-19 pandemic, YSPH maintains its position as a productive, research-intensive public health school. The School includes 154 faculty, 75 of whom are tenure-track, working across 18 centers and six departments, including Biostatistics, Chronic Disease Epidemiology, Environmental Health Sciences, Epidemiology of Microbial Diseases, Health Policy and Management, and Social and Behavioral Sciences. With a mission to catalyze health for all through innovative and collaborative science, learning, and action, the Yale School of Public Health stands at an exciting moment in its history.

YSPH is committed to educating the next generation of public health leaders. Its array of degree offerings includes the Master of Public Health (MPH), Master of Science in Public Health (MS), and PhD. With nearly 900 students across its various programs, the School's student body is diverse, ranging from undergraduate students seeking a joint degree to established career professionals.

To date, the School has produced \$63.2 million in sponsored research in FY2023, for a total of \$45.2 million in direct and indirect funding. Researchers approach their work from many perspectives, whether epidemiology, biostatistics, modeling, policy and economics, management, social and behavioral sciences, or laboratory science, including microbiology and the -omics. By most measures, the Yale School of Public Health's research productivity ranks well within the University. Faculty covers 70 percent of their salaries on grant funding, mostly on NIH grants. Among the leading modelers in the country, YSPH faculty focus on tackling five public health challenges: achieving health equity and justice, preventing the next public health threat, advancing planetary health, reducing disease risk, and revolutionizing health data.

Faculty from all six departments collaborate with scientists from across Yale and the world on research approaches that are enhanced by innovative technologies and disciplines. YSPH boasts over a dozen research centers and institutes to pursue this work, and the School has coalesced interdisciplinary expertise on major areas of study, including aging; cancer; community health/health equity and social justice; data science; environmental health; global health; healthcare systems and policy; infectious disease; lifestyle factors; maternal child health; mental health; -omics; and substance use. These varied interests and permeable boundaries create a strong sense of camaraderie at the School and simultaneously raise YSPH's global reach and impact.

In recent years, YSPH has developed a strong nexus between research and practice, strengthening its relationship with the New Haven community. Since the School's beginnings, faculty and students have applied their research in real-world settings. Since 2008, the Office of Public Health Practice has served as YSPH's hub for this work, coordinating practice-based learning, community programs, and public health workforce training. The School maintains an anti-racist, health equity lens: YSPH has nine equity fellowships, and 25 percent of its projects are focused on equity and community-identified issues.

### **Finances, Budget Model, and Organization**

The School operates on a traditional, centralized budget model. Although its finances have been deeply entwined with the School of Medicine, under Dean Ranney the School is managing its own funds flow for the first time in its history. As of July 2024, YSPH will be receiving all of its indirect funding while also assuming responsibility for administrative and facility costs of the School. Tuition revenues also flow to the Dean of the School of Public Health, accounting for about 30 percent of the School's revenue. In the 2023-2024 fiscal year, the School is expected to have an approximate \$1.5 million surplus. The School has considerable resources, a solid market position, and the authority to invent an economic model matched to its vision for the future.

## THE ROLE

In this significant moment of transition, YSPH seeks a seasoned leader who can navigate a complex and ever-changing environment as the School moves into full financial independence and plans its future. Reporting to the Dean of the School of Public Health, the Director will manage an operating budget of approximately \$110 million, inclusive of \$70 million in research grants, and will oversee business operations for approximately 150 faculty, 950 trainees, and 200 staff. The Director will oversee a team of five direct reports: the pre- and post-award directors of research administration, the director of compliance and training, the manager of facilities and operations, and financial analysts – and approximately 15-20 indirect reports. The Director will also oversee the work of the HR business partner. The successful candidate will help lead a transformation within the finance and administration functions that will successfully support the school and its mission.

The Director, Financial Strategy & Administration will be a key strategic partner for the dean in planning and directing the School's strategic agenda, program and policy, and development. The ideal candidate will understand change management and how to advance implementation processes effectively and with appropriate communication. The Director will manage operational planning for the School, including all administrative functions and operational affairs of the central office, educational programming, centers, and departments. This Director will provide impactful business solutions to all facets of leadership to ensure strategic investments are being appropriately made and are aligned with the School's mission.

The Director will serve as a primary change agent, liaising with key constituents across the School and helping the dean execute strategic priorities. The ideal candidate will offer a hands-on collaborative approach to the identification and integration of business operations and financial functions to further drive standardization, centralization, and efficiencies for the overall School. This role will serve as a strategic thought partner on the Dean's executive leadership team and collaborate with the Dean, Chief of Staff, and senior leaders of the School in directing and coordinating the activities as planned.

### Principal Responsibilities for the Director:

- Ensure efficient and effective completion of all administrative and financial services provided to the organization. Ensure high-quality delivery of administrative services by providers outside the department, including human resources, information technology, procurement, student services, post-doctoral affairs, and faculty affairs.
- Achieve the organization's mission and goals by working in close partnership with the School's leader, faculty, staff, students, and service providers to develop and implement the School's strategy. Understand and monitor external and internal factors influencing the School's mission and goals. Plan for financial and non-financial resources required for the School to achieve its goals. Support the School's leaders in conceptualizing, prioritizing, and planning new programs or program changes. Support, and when necessary, drive the School's process for strategic planning with key faculty and staff.

- Foster a collegial, collaborative, and effective culture among key constituencies of the School's financial and business operations community including the Finance & Administration staff, school leaders, and university leadership.
- Cultivate a collaborative community, promote the exchange of information, and identify best practices.
- Ensure appropriate engagement in institutional initiatives and that the Finance & Administration staff are prepared to serve as effective change leaders and/or contributors.
- Actively participate in audits, as needed. Ensure timely resolution of audit issues and the prevention of repeat audit findings. Maintain thorough knowledge and understanding of internal control issues impacting the units. Provide guidance and support to units regarding internal controls.
- Implement and maintain strong internal controls to provide reasonable assurance of effective and appropriate resource use and adherence to contractual obligations, agreements, policies, procedures, and external regulatory requirements. Identify, communicate, address, and escalate risks in a timely and appropriate manner to protect the assets, resources, information, and reputation of the School and the University. Ensure all faculty and staff understand Yale regulations and requirements as they pertain to their scope of activity.
- Monitor operational metrics across all areas of the School. Ensure operational performance meets expectations as defined by metric targets. Collaborate with function owners to refine current or define new metrics.
- Ensure the employment of effective practices for retaining, attracting, and developing talent in line with university guidelines and contractual agreements. Ensure that all staff participate in the University's performance management and career development processes. Ensure the needs of the School's current and future talent are assessed periodically and that issues are addressed in a timely and appropriate manner, facilitating the movement of talent where appropriate, and developing business operations staff.
- Cultivate a diversity of backgrounds and perspectives in the organization. Assure that the School follows appropriate school and university policies and procedures related to Human Resources. Work in partnership with the school leadership team, on the recruitment, hiring, performance review, and compensation of the Finance & Administration team.
- Ensure sound financial practices throughout the School, including implementation of the Planning and Financial Management program, strategic financial planning, annual budgeting, forecasting, and monitoring.
- Meet periodically with the Dean and other school leaders to gauge their satisfaction with financial, operational, and administrative services.

## **QUALIFICATIONS AND EXPERIENCE**

The successful candidate will bring many of the following qualifications and qualities:



- 7-10 years of experience in an academic environment and demonstrated success in managing complex programs. Master's degree preferred.
- Proven track record as a strategic leader with experience implementing value-added initiatives.
- Experience preparing budgets, forecasts, and financial plans.
- Demonstrated effectiveness in applying a keen business intellect to problem-solving in an environment notable for complexity with multiple business partners and multiple missions. Directly related financial and budget development ability in a complex environment.
- Demonstrated success in creating, executing, and monitoring strategic plans to achieve established goals for a group of academic researchers, educators, and practitioners. The ability to build consensus across a diverse set of section leaders and navigate the needs of multiple stakeholders.
- Demonstrated success in supporting research with the ability to effectively identify opportunities for improvement in support functions.
- Experience as an effective manager with the confidence to delegate, empower, and mentor a talented team, including best-in-class professional development opportunities for staff.
- Exceptional analytic and communication skills with the ability to concisely communicate complex findings to a variety of key groups. A proven ability to efficiently manage multiple high-priority projects and delegate appropriately. Demonstrated ability to identify opportunities or threats and apply effective management principles to achieve success.
- Experience serving as a strategic partner and advisor to a leadership team. Demonstrated experience seeing the broad implications - financial, operational, and people - of institutional decisions, both in the short and long term, particularly in an academic environment
- Consistently strong interpersonal skills and the ability to build and sustain effective working relationships with professionals in other disciplines. The ability to create a high energy results-oriented work environment that encourages colleagues and staff to value each other's contributions. The ability to share and celebrate success with colleagues and staff.

## TO APPLY

Yale University has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, and applications (CVs and letters of interest) electronically and in confidence to:

Rebecca Kennedy, Partner (she/her)  
Randi Herrick, Partner (she/her)  
Lauren Wilkes, Senior Associate (she/her)  
Cortnee Bollard, Senior Search Coordinator (they/them)  
Isaacson, Miller

<https://www.imsearch.com/open-searches/yale-university-school-public-health/director-financial-strategy-administration>



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