

PROMOTION RECOMMENDATION
The University of Michigan
School of Nursing

Christopher R. Friese, assistant professor of nursing, School of Nursing, is recommended for promotion to professor of nursing, with tenure, School of Nursing.

Academic Degrees:

PhD	2005	University of Pennsylvania, Nursing, Philadelphia, PA
MS	2001	University of Pennsylvania, Nursing, Philadelphia, PA
BSN	1997	University of Pennsylvania, Nursing, Philadelphia, PA

Professional Record:

2009 – Present	Assistant Professor, School of Nursing, University of Michigan
2008 – 2015	Assistant Research Scientist, School of Nursing, University of Michigan
2005 – 2008	Post-Doctoral Research Fellow, Center for Outcomes and Policy Research, Harvard University

Summary of Evaluation:

Teaching: Professor Friese is a first-rate teacher and has made important contributions to the teaching mission of the school at all levels. Professor Friese has taught 10 courses, most offered in a web-blended format, with class sizes ranging from 4 to 68. He started with clinical instructions in a senior undergraduate leadership course in 2009, and has taught or co-taught one-to-two courses each year since that time. Student evaluations are consistently high with ratings of 4.5 or above for excellence of the course and excellence of the teacher. Many of the scores are above 4.75. Professor Friese consistently meets or exceeds the 50th percentile in teaching scores in courses. He is also committed to continued teaching improvements streamlining and updated course readings, added grading rubrics, reorganizing course management software and increasing student engagement activities. In 2014, he was nominated by students for the U-M Golden Apple Award. He has presented a substantial number of guest lectures in graduate and undergraduate courses, which speak to his ability to convey complex material, disseminate methods to promote patient advocacy, use high-quality evidence, and engage students actively in large lectures.

Professor Friese has demonstrated innovation in teaching and has made substantive contributions to curriculum at all levels of instruction, including the development and delivery of new courses and contributions to other courses in the masters and doctoral programs. He was an active participant in the major revisions of the master's program in his department and led the development of three new courses. Professor Friese has mentored a significant number of undergraduate and graduate students. He has supervised eight undergraduate students, 12 master's students in nursing and 11 master's students in other programs. He has chaired two master's thesis and served as reader on four. He has served on six PhD dissertation committees, seven PhD preliminary exam committees, one doctorate of nursing practice capstone committee, and three PhD plan committees. He currently is the primary advisor for four Hillman Scholar's

students. One student is currently in the PhD program at the preliminary examination/ dissertation phase. Professor Friese is the primary sponsor for resubmission of this student's National Research Service Award (NRSA). He has published 12 papers with his students and mentees.

Research: Professor Friese's research and scholarship focuses on quality of care delivery as perceived by patients and providers for high risk populations. His research addresses a critical policy question of how to deliver high-quality, affordable care to Americans with serious illnesses. His research has impacted public policy and measurement due to a gap in the science of measurement of practice environments in ambulatory settings. His K99/R00 award funded a series of focus groups, cognitive interviews and pilot survey's yielding a revised set of items derived from the Practice Environment Scale Nursing Work Index to address ambulatory settings, tested the new measure demonstrating the reliability and validity, resulting in a single authored publication in 2012. This measure was used by the Dana-Farber Cancer Institute in 2015, which resulted in a paper accepted for publication in *Cancer Nursing*. His research has influenced clinical practice guidelines as reflected in the strategic plans for the New York and North Carolina State Boards of Nursing; the National Quality Forum endorsement of a new performance measure for quality of care; the Choosing Wisely Campaign regarding diagnosis of breast anomalies (American College of Surgeons); and the introduction of Senate Bill 237 in 2015 in Michigan after his consultation - that requires facilities that deliver hazardous medications to provide adequate personal protective equipment and training to reduce exposures to these hazardous agents. Professor Friese's research has received significant media attention including U.S.A. Today, CNN, U.S. News & World Report, the Today Show, and several news outlets in Michigan.

Professor Friese has an impressive record of funding for his research. He was the first nurse scientist to receive a K99/R00 funded grant NINR, Fostering Independence in Nursing and Outcomes Research (2008-2013). He has participated in 18 funded grants as either a co-investigator (Co-I) or the principal investigator (PI); he has held 11 grants as PI or co-PI. He is a co-I and project lead for a P01 funded by National Cancer Institute (NCI) (2012-2017) on the Challenge of Individualizing Treatments for Patients with Breast Cancer, and a co-I on an R01 on Understanding Failure to Rescue in the Elderly (2012-2015). He currently is the PI of an R01 funded by the National Institute for Occupational Safety and Health (NIOSH) on a Randomized Controlled Trial to Improve Oncology Nurses' Protective Equipment Use (2.3 million; 2014-2018). This is an excellent accomplishment for a junior faculty member. He is also a mentor for a K08 (Ghaferi) funded by the Agency for Healthcare Research and Quality (AHRQ) on Organizational Dynamics and Failure to Rescue after Major Surgery (2015-2020).

Professor Friese has produced a total of 54 peer reviewed publications in his career with 40 published papers since his appointment in 2009, 25 of these are as first or senior author and 18 of which are data-based. His publications include high impact journals such as *Health Affairs* (Impact Factor 4.966), *Breast Cancer Research and Treatment* (Impact factor 3.94), and the *Journal of the American Medical Association (Oncology)*.

Professor Friese is nationally recognized for his contributions to cancer research and is gaining international recognition for his scholarship. He has a significant number of referred and invited

presentations (over 50) and posters presentations at peer-review meetings (10). He has had visiting scholar appointments at the University of Rochester (2013) and Dana-Farber Cancer Institute (2013-2014). He was an invited plenary speaker at the International Seminar in Cancer Nursing (2015) and received the 2015 Rose Mary Carroll-Johnson Award from the Oncology Nursing Society for his sustained contributions to the nursing literature. In 2012, he was inducted into the American Academy of Nursing for contributions to oncology nursing practice and research, and will receive the Henry Russel Award (February, 2016), for his extraordinary record of accomplishment in scholarship, research, creativity, and teaching excellence.

Recent and Significant Publications:

Friese, C., Lake, E., Aiken, L., Silber, J., & Sochalski, J. (2008). Hospital nurse practice environments and outcomes for surgical oncology patients. *Health Services Research* 2008, 43(4), 1145–1163.

Friese, C. (2012). Practice environments of nurses employed in ambulatory oncology settings: Measure refinement. *Oncology Nursing Forum* 2012, 39(2), 166–172.

Friese, C., Pini, T., Li, Y., Abrahamse, P., Graff, J., Hamilton, A., Jagsi, R., Janz, N., Hawley, S., Katz, S., & Griggs, J. (2013). Adjuvant endocrine therapy initiation and persistence in a diverse sample of patients with breast cancer. *Breast Cancer Research and Treatment* 2013, 138(3), 931–939.

Friese, C., McArdle, C., Zhao, T., Sun, D., Spasojevic, I., Polovich, M., McCullagh, M. (2014). Antineoplastic drug exposure in ambulatory oncology settings: A pilot study. *Cancer Nursing* 2014, 38(2), 111–117.

Friese, C., Xia, R., Ghaferi, A., Birkmeyer, J., Banerjee, M. (2015). Hospitals in ‘Magnet’ program show better patient outcomes on mortality measures compared to non-‘Magnet’ hospitals. *Health Affairs June* 2015, vol. 34 no. 6, 986-992.

Service: Professor Friese has an admirable record of service and has contributed significantly to the service of the university, school and to his department. He chaired the department faculty recruitment and search committee for two years (2013-2014, 2014-2015). He served, by election, a two-year term on the Academic Admissions and Scholastic Standing Committee (CAASS). From 2009-2014, he was a member of the Research Advisory Group and in 2012-2013, he was a member of the PhD curriculum revisions work group. He is currently a member of the School of Nursing Dean’s Search Committee. At the university level, he is serving a three-year term on the Laboratory and Research Safety Committee. While serving on the Protocol Review Committee for the University of Michigan Comprehensive Cancer Center (2011-2013), he led efforts to streamline the application and review process for sociobehavioral studies. From 2011-2013, he was a member of the interim leadership team for Institute of Healthcare Policy and Innovation (IHPI). He was also a member of the new space planning committee for IHPI (2014). In 2013, he was the Faculty Marshall for the commencement ceremonies.

Professor Friese also excels in professional service. He belongs to several professional organizations including Oncology Nursing Society (ONS), Academy Health and the American Society of Clinical Oncology. He is a reviewer for several professional journals including *Health Services Research*, *Western Journal of Nursing*, and *Medical Care*. He is an editor of the *International Journal of Nursing Studies*, and is a standing member of the NCI Training Study Section. He has served on the American Cancer Society Review Committee for Doctoral Scholarships in Cancer Nursing (2011-2015) and was a member of the American Society of Clinical Oncology's Health Services Research Scientific Review Committee (2009-2012). He is currently a member of the American Nurses' Credentialing Center Research Council. He maintains a clinical practice as a per-diem staff nurse at the University of Michigan Health System, focused on hematology/oncology and gynecologic oncology patient's populations. This position allows Professor Friese to integrate his clinical observations with his program of research and classroom teaching.

In terms of broader community service, he is the university representative to the National Comprehensive Cancer Network's Policy Advisory Group that advocates for addressing issues that impact NCI-designated CCCs and the people they serve. He also co-authored the 2009-2013 Oncology Nursing Society Research Agenda, which identified priority topics for future oncology nursing research.

External Reviewers:

Reviewer A: “[Professor] Friese’s scholastic productivity and contributions have been exceptional by all standards. He has an impressive record of publications and funding – both in terms of quantity and quality. His research portfolio is one of logical progression, and one that illustrates the innovation and clarity he bring to his research.”

Reviewer B: “His research has paved the way for healthcare policy change, both at provider and patient levels. This facet of his career is evident by his extensive manuscript record, with over 60 articles published to date. His publications have focused on a very diverse range of healthcare-related topics. In fact, an argument can be made that the diversity and volume of research he has published far surmounts that of other individuals at his professional level.”

Reviewer C: “A sustained and impressive trajectory of research funding from federal sources... and scholarship outcomes demonstrate [Professor] Friese’s excellence in research and impact on healthcare services. His program of research provided the field with some of the first insight into oncology ambulatory settings. He is well known for his research and practice expertise which has led to many awards...”

Reviewer D: “[Professor] Friese has established himself as an exceptionally productive scholar in a short period of time. He is internationally known for his research on the quality of care delivered to high risk populations, particularly patients undergoing cancer treatment. His research is primarily quantitative and he has demonstrated expertise in measurement of perceived quality of care, focusing on the perspective of both patients and care providers (primarily nurses).”

Reviewer E: “In the field of oncology, there are very few investigators with a background in nursing as well as health services research with [Professor] Friese’s record of productivity. [Professor] Friese is exceptional in this regard. His education and training in an applied clinical field paired with his expertise in health services research provide [Professor] Friese with a unique skill set allowing him to advance research that will ultimately provide benefit to oncology patients, while advancing the science. [Professor] Friese has successfully leveraged his talents to maintain a federally-funded program of research examining the quality of care delivered to high-risk populations.”

Summary of Recommendation:

Professor Friese is recognized as a highly a prominent and productive scientist who has made significant contributions in the realm of health services research particularly in the area of quality of care delivery as perceived by patients and providers for high risk populations. He is successful as an independent researcher and as a key collaborator whose program of research focuses on the measurement and improvement of quality of care for patients with cancer. His work has achieved national and international notice. Professor Friese has a solid record of academic, professional and community service. He is an excellent teacher and mentor. It is with the support of the School of Nursing Executive Committee that I recommend Christopher R. Friese for promotion to professor of nursing, with tenure, School of Nursing.



Kathleen Potempa
Dean, School of Nursing

May 2016