

WEBVTT

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00:00:02.770 --> 00:00:13.599

Dean's Lecture Series: All right. Good morning, everyone. Welcome to another installment of the Dean's Lecture Series. My name is Matt Amundson. I'm a Learning Development Manager here for the Office of Diversity, Equity, and Inclusion here

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00:00:13.600 --> 00:00:38.570

Dean's Lecture Series: This session will is being recorded. It will be shared out within two days to all who registered for this event and otherwise the recording can be found under the Education and Training tab of the ODEI website. Live transcription has been enabled, but please note that the live transcript is not perfect as this is an auto transcript and we invite you to take care of yourself as necessary during today's session as we will not be taking a break. Any feedback or issues with accessibility, please

3

00:00:38.570 --> 00:00:44.769

Dean's Lecture Series: email dls-odei@umn.edu, and I'm going to drop that in the chat.

4

00:00:44.930 --> 00:00:49.580

Dean's Lecture Series: right now, In case you need to access that.

5

00:00:51.000 --> 00:01:11.230

Dean's Lecture Series: We ask that participants please use the Q&A function instead of the chat in order to ask questions of our guest today. We'll do our best to respond, but please understand that we are working within a set window of time. Paste in the chat, you'll find links to the Dean's Lecture Series website and the Dean's Lecture Series email address. And with that, I'll now turn it over to Vice Dean Nunez and Dean Bradford.

6

00:01:15.730 --> 00:01:16.919

Speaker 3 (Dr. Carol Bradford): Good morning, everybody.

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00:01:17.030 --> 00:01:18.779

Speaker 3 (Dr. Carol Bradford): I just wanted to...

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00:01:18.780 --> 00:01:24.250

Speaker 6 (Dr. Carol Bradford): Usually I sort of see a picture, but I'm just going to talk to the screen.

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00:01:24.380 --> 00:01:32.569

Speaker 6 (Dr. Carol Bradford): Hope everybody's doing well. In the past, we have talked about how it's important to get an infusion of awe.

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00:01:32.570 --> 00:01:47.960

Speaker 6 (Dr. Carol Bradford): to sort of replenish us, and now is really the season, a lovely season in Minnesota, to sort of be out and about and sort of have that awe. So hopefully you're enjoying the lovely weather and the opportunities and, you know, the overcast thing just, you know, makes us appreciate the sunshine even more.

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00:01:47.970 --> 00:02:12.950

Speaker 6 (Dr. Carol Bradford): We have an amazing opportunity. This is actually, I think, the first time ever that we're actually doing our Dean's Lecture Series live. And so thank you in terms of us, you know, putting this together in terms of meeting with you. And our first, appropriately, first guest is our new dean, Carol Bradford. So I want to share a little bit about Dr. Bradford. I'm going to read

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00:02:12.950 --> 00:02:18.130

Speaker 6 (Dr. Carol Bradford): pretty quickly because if I read all of our accolades, the hour would be up and we wouldn't have the fun that we're going to have

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00:02:18.140 --> 00:02:35.919

Speaker 6 (Dr. Carol Bradford): All right, Dr. Carol Bradford is an internationally recognized surgeon scientist, and a transformative leader in academic medicine. February 2026, she joined Minnesota as our interim executive vice president for health affairs and dean of the... interim dean of the medical school.

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00:02:35.920 --> 00:02:51.240

Speaker 6 (Dr. Carol Bradford): dual leadership capacity. She's in charge of expansion for healthcare enterprise, steering our mission in terms of academic research and clinical mission to help all Minnesotans. Before joining us, Dr. Bradford served for 5 years

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00:02:51.240 --> 00:03:13.890

Speaker 6 (Dr. Carol Bradford): is the Dean of the Ohio State University College of Medicine and Vice President for Health Sciences at OSU's Wexner Medical Center. Under her leadership, she achieved record breaking extramural research funding of \$477 million and secured national recognition as a top tier medical school for research excellence.

16

00:03:13.890 --> 00:03:19.179

Speaker 6 (Dr. Carol Bradford): She was instrumental in launching launching Interdisciplinary Health Sciences Center.

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00:03:19.250 --> 00:03:43.129

Speaker 6 (Dr. Carol Bradford): and creating innovation, innovative learning tracks to address physician shortages in rural communities. She's an expert in head and neck oncology, and her clinical and sort of research career is marked by pioneering contributions to cancer treatment. She is widely credited for pioneering the use of sentinel lymph node biopsy as a safe tool for staging melanoma and head and neck cancers.

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00:03:43.270 --> 00:04:02.250

Speaker 6 (Dr. Carol Bradford): Her research focuses on identifying biomarkers to predict patient outcomes and developing therapies for treatment resistant individuals and cancers. She's authored more than 330 peer reviewed articles and 20 books, cementing her status as a global authority in the field.

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00:04:02.300 --> 00:04:19.899

Speaker 6 (Dr. Carol Bradford): Dr. Bradford, hopefully I can say Carol as we sort of chat, chat here, right? Other than sort of, okay. Thank you for joining us today. Let's, let's start with, you know, go back to the very beginning. Where did you grow up? So I grew up, so, Anna, thank you.

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00:04:19.904 --> 00:04:27.014

Speaker 4 (Dr. Carol Bradford): Thanks so much for hosting me. I'm so excited about our session this morning. So I grew up in southeastern Michigan.

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00:04:27.014 --> 00:04:44.814

Speaker 4 (Dr. Carol Bradford): I was born in Berkeley, Michigan. If, people know the geography of southeastern Michigan, that's at about 12 mile road. And Detroit ends at about eight miles. So I was about four miles out of the city of Detroit, where I was born.

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00:04:44.814 --> 00:05:00.424

Speaker 4 (Dr. Carol Bradford): Moved a bit north and ended up graduating from Rochester High School. Fun fact, same year as Madonna, she graduated from the other high school, Rochester Adams, while I graduated from Rochester High School.

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00:05:00.425 --> 00:05:03.405

Speaker 6 (Dr. Carol Bradford): weren't in theater groups together. We were not. Okay.

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00:05:03.405 --> 00:05:07.145

Speaker 4 (Dr. Carol Bradford): But she's quite... she was quite talented then, also.

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00:05:07.145 --> 00:05:22.835

Speaker 6 (Dr. Carol Bradford): That's great. All right. Yeah, my brother lives in Southfield, Michigan, so I know little, very little sort of about there, but sort of in that neck of the woods. How do you think growing up there influenced you? What impact did you think sort of your growing up has in terms of your worldview?

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00:05:23.400 --> 00:05:33.400

Speaker 4 (Dr. Carol Bradford): So that's a great question. And, well, what was very impactful to me, early on, I believe I was age seven.

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00:05:33.730 --> 00:05:51.809

Speaker 4 (Dr. Carol Bradford): when the riots actually happened in Detroit. I'll date myself, I believe the year was 1967, and so we were actually under curfew, because we were at 12 Mile, and so I was, you know, deeply impacted by,

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00:05:51.920 --> 00:05:57.059

Speaker 4 (Dr. Carol Bradford): Social unrest at that time and, and as we all know.

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00:05:57.330 --> 00:06:12.780

Speaker 4 (Dr. Carol Bradford): You know, public protests can change the outcome of how we view the world, and as we know right here in the city we are in today, our own public protests really move the needle in

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00:06:12.930 --> 00:06:17.919

Speaker 4 (Dr. Carol Bradford): And, creating what we hope continues to be a safe

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00:06:18.090 --> 00:06:23.459

Speaker 4 (Dr. Carol Bradford): Environment for all people and so I was deeply, deeply impacted,

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00:06:23.690 --> 00:06:31.740

Speaker 4 (Dr. Carol Bradford): By that, and, you know, grew up, youngest of 4 kids,

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00:06:33.200 --> 00:06:46.910

Speaker 4 (Dr. Carol Bradford): older... my older living brother was a lawyer, and so I always feel like I could never... he's a litigator, so I could never win an argument growing up, and I thought it gave me a bit of my voice.

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00:06:46.910 --> 00:06:53.770

Speaker 4 (Dr. Carol Bradford): Because I was always, again, we got along great, really a close family dynamic, but.

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00:06:54.030 --> 00:07:03.190

Speaker 4 (Dr. Carol Bradford): My brother, as the future lawyer litigator, I could never win an argument at home, at least.

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00:07:03.190 --> 00:07:09.819

Speaker 6 (Dr. Carol Bradford): Well, with family, were they also in law or medicine or anything like that? Or tell me a little bit more if you don't mind.

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00:07:10.050 --> 00:07:19.740

Speaker 4 (Dr. Carol Bradford): mother was an office manager for Kmart Corporation, which was, in those years, unusual. My parents did divorce at... when I was 12.

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00:07:19.890 --> 00:07:36.680

Speaker 4 (Dr. Carol Bradford): My late father was a lawyer, triple grad from the University of Michigan, the other U of M, bachelor's of arts, MBA, and law degree, all from Michigan, and he was a World War II Navy

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00:07:36.850 --> 00:07:38.830

Speaker 4 (Dr. Carol Bradford): Veteran and I think that.

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00:07:38.900 --> 00:07:54.650

Speaker 4 (Dr. Carol Bradford): that also probably led, you know, being in the... in World War II, you know, he was one of... an LB boat captain, so really dropped off troops, in certain... on certain fronts in World War II, and so,

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00:07:54.650 --> 00:07:59.059

Speaker 4 (Dr. Carol Bradford): You know, that led to some challenges, in his life as well. Yeah.

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00:07:59.325 --> 00:08:05.415

Speaker 6 (Dr. Carol Bradford): It also seems like it probably instilled a degree of sort of a meta message of service. Yes, 100%.

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00:08:05.420 --> 00:08:08.479

Speaker 4 (Dr. Carol Bradford): Yeah, huge service in our family.

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00:08:08.825 --> 00:08:13.675

Speaker 6 (Dr. Carol Bradford): than trying to resist becoming a lawyer like your brother. Right. And so I knew it.

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00:08:13.680 --> 00:08:19.009

Speaker 4 (Dr. Carol Bradford): I knew actually in.

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00:08:19.550 --> 00:08:34.800

Speaker 4 (Dr. Carol Bradford): Sixth grade that I wanted to be a doctor to help people. I had no doctors in the family. My late my great uncle that I had never met was also a physician, but I told my sixth grade teacher I wanted to be a physician because I wanted to help people.

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00:08:35.065 --> 00:08:46.884

Speaker 6 (Dr. Carol Bradford): And, and I mean, because, you know, there's service in law for legal frames and stuff. What was it about medicine as service that was sort of that sort of changed the lens for you?

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00:08:47.155 --> 00:08:49.094

Speaker 6 (Dr. Carol Bradford): You know,

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00:08:49.325 --> 00:09:05.015

Speaker 4 (Dr. Carol Bradford): How I made that decision, I later on did sort of nurse aide shadowing at Crittenton Hospital, which was across the street from Rochester High. So I tried to get exposure to health and health care. I was good at science and math, and I knew that.

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00:09:05.145 --> 00:09:19.594

Speaker 4 (Dr. Carol Bradford): Less interested in sort of written word and law and much more interested in really meeting patients and families at the crossroads of life, which for me has always been health and health care. So.

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00:09:19.765 --> 00:09:33.754

Speaker 6 (Dr. Carol Bradford): What was the, you know, what was the point, sort of the shift point in terms of focusing on cancer care, because it doesn't sound like, you know, in utero, you're like, I'm going to be an oncologist. So what was that, what was that time?

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00:09:33.910 --> 00:09:35.250

Speaker 4 (Dr. Carol Bradford): So,

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00:09:35.430 --> 00:09:48.739

Speaker 4 (Dr. Carol Bradford): Some people have, you know, circuitous pathways. I had sort of the I went straight through. So I knew in sixth grade I wanted to be a doctor in my so undergrad at Michigan.

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00:09:48.940 --> 00:09:59.060

Speaker 4 (Dr. Carol Bradford): then also medical school at Michigan. I did have other options, but I ended up... and I was married, before medical school, so that...

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00:09:59.190 --> 00:10:11.099

Speaker 4 (Dr. Carol Bradford): inform some of that decision. First year of medical school, met great people, on student council, because I... I... I have... I do have kind of this leadership thing, and...

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00:10:11.130 --> 00:10:19.779

Speaker 4 (Dr. Carol Bradford): One of the senior fourth year medical students was pursuing otolaryngology. She had matched at Stanford.

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00:10:19.880 --> 00:10:36.779

Speaker 4 (Dr. Carol Bradford): And so early on, I, I thought that specialty sounds great because it's sort of how we interact with the world around us. And then early on in residency, I also decided I wanted to help people that had.

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00:10:37.040 --> 00:10:43.339

Speaker 4 (Dr. Carol Bradford): certainly in my discipline, the most life-threatening illnesses. Cool, alright.

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00:10:43.345 --> 00:10:50.244

Speaker 6 (Dr. Carol Bradford): All right. You mentioned about leadership and kudos in terms of leadership over the.

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00:10:50.245 --> 00:11:08.875

Speaker 6 (Dr. Carol Bradford): Lovely number of hours to get the master agreement in terms of sort of clinical collaboration. What, you know, because, you know, we're like, okay, we can plant that flag, good, okay, but what are next steps, you know? I mean, because, you know, as you've mentioned in a few spaces, the stew is not completely done, right?

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00:11:09.060 --> 00:11:27.429

Speaker 4 (Dr. Carol Bradford): Right. So we're delighted to have reached an agreement with both Fairview Health, our primary health care partner, and with our valued University of Minnesota physicians group, which, as we know, are largely our own faculty physicians.

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00:11:27.440 --> 00:11:29.899

Speaker 4 (Dr. Carol Bradford): clinicians. And so

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00:11:30.010 --> 00:11:40.060

Speaker 4 (Dr. Carol Bradford): it's really beginning a new chapter, and really the next step is let's lock arms together and build what I would call a health

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00:11:40.230 --> 00:11:48.200

Speaker 4 (Dr. Carol Bradford): And health care strategic plan for both the Twin Cities and the state, because as a land grant.

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00:11:48.360 --> 00:12:06.110

Speaker 4 (Dr. Carol Bradford): public university, we have a duty to serve everyone in the state of Minnesota, and we educate 70% of the healthcare professionals. And it's not... it's not doing more of the same. I think we have a duty

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00:12:06.520 --> 00:12:26.159

Speaker 4 (Dr. Carol Bradford): to really transform how health care is delivered so there's more access and better outcomes. And I think that those strategies are going to be really, really fun to lock arms and work together on what can we collectively do to make an extraordinary impact.

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00:12:26.650 --> 00:12:32.649

Speaker 6 (Dr. Carol Bradford): And outside forces are making that even more challenging as for us to sort of, in terms of support.

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00:12:33.280 --> 00:12:39.020

Speaker 4 (Dr. Carol Bradford): Yes, and sometimes, you know, those,

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00:12:39.240 --> 00:12:51.169

Speaker 4 (Dr. Carol Bradford): Challenges actually, sometimes actually create the opportunities for sort of the most meaningful change. I mean, we barely did telehealth.

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00:12:51.270 --> 00:12:56.670

Speaker 4 (Dr. Carol Bradford): Before the COVID, the tragic COVID-19 pandemic, and now.

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00:12:56.890 --> 00:13:09.079

Speaker 4 (Dr. Carol Bradford): so much is done, telemedicine, telehealth, teleconferencing, and so sometimes challenges actually promote the most dramatic change.

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00:13:09.145 --> 00:13:31.105

Speaker 6 (Dr. Carol Bradford): Yeah, it is. It is funny. I'm just using telehealth as an example. I remember prior and sort of Philadelphia decades ago when I had friends in medical education fellowship who were in rural states and they were doing telehealth. And I had said in meetings like, well, in Philadelphia, we should do telehealth because people to get from, you know, where they are to center city is four busses, a transfer. And they said, oh.

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00:13:31.105 --> 00:13:32.424

Speaker 6 (Dr. Carol Bradford): That's never gonna work.

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00:13:32.425 --> 00:13:41.114

Speaker 6 (Dr. Carol Bradford): Wait, wait, that will never be a thing. And it's just like, until, you know, COVID, yeah, and then it's a thing. And we can actually do it.

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00:13:41.115 --> 00:13:50.835

Speaker 6 (Dr. Carol Bradford): Maybe well in terms of some space and really sort of help in terms of rural. So yeah, it is interesting how, you know, they never can happen sort of then happens.

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00:13:50.835 --> 00:14:08.104

Speaker 6 (Dr. Carol Bradford): So, cool. Alright, so, you mentioned about leadership, and there's lots of different ways, in a medical school that people lead. What are the top 3 leadership skills that you think are most effective, that you've seen, or used, or appreciate?

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00:14:08.445 --> 00:14:09.085

Speaker 6 (Dr. Carol Bradford): Yeah, so...

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00:14:09.085 --> 00:14:18.345

Speaker 4 (Dr. Carol Bradford): So I really, I've done a lot of leadership development. I've been blessed to have that opportunity, and I've always taken advantage of that.

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00:14:18.415 --> 00:14:37.095

Speaker 4 (Dr. Carol Bradford): I consider myself a servant leader, which means it will never be about me. It will always be about the mission. And I look for leaders that are also the primary focuses on mission outward facing. How can we.

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00:14:37.095 --> 00:14:40.065

Speaker 4 (Dr. Carol Bradford): make the greatest impact.

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00:14:40.445 --> 00:14:51.074

Speaker 4 (Dr. Carol Bradford): And I, you know, reflecting on this trust and transparency, so building trust as a leader is essential if you don't have trust.

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00:14:51.735 --> 00:15:00.764

Speaker 4 (Dr. Carol Bradford): Then you've sort of lost before you even start. So building trust and transparency. I am a very transparent.

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00:15:00.925 --> 00:15:10.925

Speaker 4 (Dr. Carol Bradford): Leader, so rather than holding secrets, I share the knowledge that I know, whether it be budgetary or strategy or

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00:15:11.115 --> 00:15:25.135

Speaker 4 (Dr. Carol Bradford): you know, transitions of leaders. Of course, we're experiencing some of those right now in our medical school, but I try to be incredibly transparent. And if I could sneak in one more, I do think that part of leadership is

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00:15:25.205 --> 00:15:31.394

Speaker 4 (Dr. Carol Bradford): Accountability. So set very, very clear expectations as we define our.

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00:15:31.495 --> 00:15:42.865

Speaker 4 (Dr. Carol Bradford): mission, our core values, our strategies and tactics, but then we have to hold each other accountable to deliver on those

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00:15:43.135 --> 00:15:49.345

Speaker 4 (Dr. Carol Bradford): Goals, strategies, priorities... Objectives and, and metrics. Don't you think?

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00:15:49.345 --> 00:15:57.185

Speaker 6 (Dr. Carol Bradford): I think one of the challenges in terms of specifically medical culture when it comes to trust is the mythology of sort of infallibility.

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00:15:57.305 --> 00:16:03.965

Speaker 6 (Dr. Carol Bradford): You know, you do it, it's perfect, there's never any problems, and so on and so forth, and so therefore, then we sort of...

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00:16:04.065 --> 00:16:23.744

Speaker 6 (Dr. Carol Bradford): You know, create sort of these barriers because as humans, sometimes we're going to succeed. You know, there's a phrase I heard that I love and I'm sure somebody actually wrote it and I don't know who the author is, but it was sometimes you win and sometimes you learn, right? Although we should learn when we win too, but nonetheless, it basically says that, you know, sometimes we don't win.

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00:16:23.745 --> 00:16:33.224

Speaker 6 (Dr. Carol Bradford): But if I have to be perfect every single time and I can't sort of stumble, then how do you have trust because of this infallibility? Do you think that's an issue?

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00:16:33.535 --> 00:16:34.344

Speaker 6 (Dr. Carol Bradford): I think it is.

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00:16:34.345 --> 00:16:52.034

Speaker 4 (Dr. Carol Bradford): is an issue that I think I'm a believer in the teachings of, in the writings of Brene Brown, which really means we, as leaders, also have to be vulnerable. We have to acknowledge when we make mistakes, we have to acknowledge when we make mistakes with learners, and with patients, and with

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00:16:52.045 --> 00:16:58.015

Speaker 4 (Dr. Carol Bradford): colleagues and with friends and family. And I think that nobody is perfect.

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00:16:58.175 --> 00:17:14.615

Speaker 4 (Dr. Carol Bradford): And, you know, we want to create an environment where we catch mistakes before they impact or cause patient harm. And that really is a high reliability, high trust organization.

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00:17:14.855 --> 00:17:23.984

Speaker 4 (Dr. Carol Bradford): you lower the hierarchy in those organizations, so everybody, you know, I'm a surgeon, so everybody in the operating room has a voice, because sometimes

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00:17:24.255 --> 00:17:28.165

Speaker 4 (Dr. Carol Bradford): You're focused on something else, and they'll say, Carol?

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00:17:28.715 --> 00:17:32.215

Speaker 4 (Dr. Carol Bradford): Did you remember to inject the blue dye?

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00:17:32.335 --> 00:17:45.375

Speaker 4 (Dr. Carol Bradford): Before we prep, or whatever. And so, what you need to do... so, really, high trust, high reliability, but everybody really being a bit vulnerable and acknowledging, you know...

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00:17:45.465 --> 00:17:56.735

Speaker 4 (Dr. Carol Bradford): pre-incision timeouts, like, I would ask in the operating room, what's everybody most worried about today? And one time, the scrub tech told me I'm really most worried about

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00:17:56.925 --> 00:18:00.025

Speaker 4 (Dr. Carol Bradford): Whether my child should go.

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00:18:00.255 --> 00:18:11.445

Speaker 4 (Dr. Carol Bradford): To preschool next year or to kindergarten. And what that did is I said, well, thanks for sharing. It's really helpful for me to know what what's on your mind today. Yeah.

103

00:18:11.490 --> 00:18:28.370

Speaker 6 (Dr. Carol Bradford): Well, and I think that that approach really, you know, we talk about, we throw the phrase growth mindset, right? That we're learning and we're growing. It's not just our trainees and students, but we all, if we're going to progress, have to learn and grow. And a growth mindset can't be one that, you know, you feel hampered to take that risk.

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00:18:28.370 --> 00:18:33.300

Speaker 6 (Dr. Carol Bradford): Because trying something instead of moving forward is part of a growth mindset. So with their sort of.

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00:18:33.300 --> 00:18:36.119

Speaker 6 (Dr. Carol Bradford): all interestingly, I think, sort of interconnected.

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00:18:36.205 --> 00:18:55.605

Speaker 4 (Dr. Carol Bradford): And building upon that, I always like to say I learn something new every single day, and I love learning. And, you know, knowledge is so important. And and so that new knowledge every single day, I'm we all continuous learning, learn something new every single day.

107

00:18:55.605 --> 00:18:58.604

Speaker 6 (Dr. Carol Bradford): It's like the dopamine squirt of pleasure.

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00:19:00.105 --> 00:19:19.855

Speaker 6 (Dr. Carol Bradford): So you have deep experience in being a dean. This isn't your first rodeo. And they're saying that when you've seen one medical school, you've seen one medical school. But there are more things in common than not. What do you how do you look at what medical schools are now, say, as compared to when you were in medical school?

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00:19:19.855 --> 00:19:26.344

Speaker 6 (Dr. Carol Bradford): What are some of the changes that you have that strike you in the role of sort of Dean? So,

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00:19:26.395 --> 00:19:39.105

Speaker 4 (Dr. Carol Bradford): I will note that Dr. Greg Bielman and I graduated from medical school the same year he wrote his message to UMP physicians. Great picture. Yes.

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00:19:39.105 --> 00:19:39.845

Speaker 6 (Dr. Carol Bradford): 19.

112

00:19:39.850 --> 00:19:56.780

Speaker 4 (Dr. Carol Bradford): 1986 medical school graduates, and it was a completely different era. Think of an era before cell phones. Think of an era... I don't exactly remember when in the story, the internet came to be, but

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00:19:57.000 --> 00:20:14.400

Speaker 4 (Dr. Carol Bradford): you know, our notes, I had great teachers who gave me a lot of autonomy in clinic and in the OR, much more autonomy than I actually think we have today. And the entire medical record on a follow-up would be, patient doing well.

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00:20:14.400 --> 00:20:18.050

Speaker 4 (Dr. Carol Bradford): RV, PRN, return visit as needed.

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00:20:18.340 --> 00:20:26.789

Speaker 4 (Dr. Carol Bradford): That doesn't work today. It's not fillable or quotable, and no electronic medical records, so at the end of your clinic, you'd

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00:20:27.440 --> 00:20:43.540

Speaker 4 (Dr. Carol Bradford): you know, you know, push a cart of charts that might be literally 4 feet thick, to your office to actually then dictate everything. So the world has completely changed, but what hasn't changed?

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00:20:43.740 --> 00:20:46.410

Speaker 4 (Dr. Carol Bradford): is being patient centered.

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00:20:46.520 --> 00:21:05.299

Speaker 4 (Dr. Carol Bradford): Really trying to pursue highly safe, high quality care to all communities that approach us for care. As a head and neck cancer surgeon, I also did laryngeal papillomatosis, and so that's sort of warts of the airway.

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00:21:05.490 --> 00:21:17.890

Speaker 4 (Dr. Carol Bradford): And, you know, I took care of and my institution let me take care of completely uninsured patients. And one of these young adults would literally show up in my Monday clinic.

120

00:21:18.290 --> 00:21:30.199

Speaker 4 (Dr. Carol Bradford): Gasping for air because he could barely breathe. He was uninsured, and so he'd wait until he could barely breathe, and then he'd show up in my clinic on Monday.

121

00:21:30.540 --> 00:21:45.269

Speaker 4 (Dr. Carol Bradford): And I would worry about doing an airway case, like, as an add-on case late at night, because, you know, who knew what the experience... you had to do jet ventilation, so we might not have the expertise, so I would...

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00:21:45.270 --> 00:21:54.820

Speaker 4 (Dr. Carol Bradford): Admit him, probably put him on Heliox to keep him alive overnight, and then add on the first case the next morning, but...

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00:21:55.100 --> 00:22:03.879

Speaker 4 (Dr. Carol Bradford): You know, that opportunity to take care of everyone that showed up that needed our care.

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00:22:03.930 --> 00:22:15.919

Speaker 4 (Dr. Carol Bradford): regardless of ability to pay is something that is very foundational to me, and I recognize the challenges of healthcare financing, but I've always been

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00:22:15.920 --> 00:22:26.409

Speaker 4 (Dr. Carol Bradford): public universities, and this is my second land-grant public university, and I really think there is a frame there of how can we

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00:22:26.920 --> 00:22:33.209

Speaker 4 (Dr. Carol Bradford): Really seek to make an extraordinary difference for all communities that seek our care.

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00:22:33.215 --> 00:22:41.015

Speaker 6 (Dr. Carol Bradford): Yeah. And fun fact, being sort of a little history nerd, 1851,

128

00:22:41.025 --> 00:23:00.704

Speaker 6 (Dr. Carol Bradford): Before this was a state, it was civil territory. Folks decided that they needed a university, and so they wrote the charter, and the charter said we're responsible for betterment of sort of everybody who lives in Minnesota. So all of our populations. So that's kind of in my mind, in the DNA here, when we talk about.

129

00:23:00.705 --> 00:23:11.084

Speaker 6 (Dr. Carol Bradford): All the varied sort of communities, all their health needs, and sort of doing the best that we can in terms of equity, which I think is, is a cool thing, even if it's, you know, hard to sort of achieve.

130

00:23:11.445 --> 00:23:21.585

Speaker 4 (Dr. Carol Bradford): It's very inspirational. Yeah, absolutely. And I'm honored to serve at a place with that legacy, tradition and commitment. Yeah.

131

00:23:21.585 --> 00:23:22.355

Speaker 6 (Dr. Carol Bradford): Very cool.

132

00:23:22.535 --> 00:23:25.775

Speaker 6 (Dr. Carol Bradford): So let's shift and talk about you as a scientist.

133

00:23:26.005 --> 00:23:33.275

Speaker 6 (Dr. Carol Bradford): What what excites you the most from the future? Putting on sort of your your scientist head?

134

00:23:34.300 --> 00:23:47.630

Speaker 4 (Dr. Carol Bradford): Yeah. So I, I don't have a PhD. I did pursue I did a T32 training grant, which extended my residency by a year, and I spent 18 months in a translational.

135

00:23:47.780 --> 00:23:58.680

Speaker 4 (Dr. Carol Bradford): research lab, but I... what it really informed me is the importance of asking questions. So, as a head and neck cancer surgeon, I would see

136

00:23:58.870 --> 00:24:02.169

Speaker 4 (Dr. Carol Bradford): Patients with throat cancer and 1 patient.

137

00:24:02.510 --> 00:24:10.879

Speaker 4 (Dr. Carol Bradford): would risk... and we were running clinical trials to avoid surgery with chemotherapy and radiation. In one patient.

138

00:24:11.230 --> 00:24:27.789

Speaker 4 (Dr. Carol Bradford): The tumor would melt away and the next and the tumors looked identical. They would be the identical stage, and in a different patient it wouldn't work at all. And so I really that's the biomarker question. So I personally sought to seek to understand why.

139

00:24:27.820 --> 00:24:31.899

Speaker 4 (Dr. Carol Bradford): Tumors that looked alike were so biologically different.

140

00:24:32.320 --> 00:24:43.500

Speaker 4 (Dr. Carol Bradford): In this question, you know, we and others actually found part of the answer. The tumor that melted away even 30 years ago.

141

00:24:43.500 --> 00:24:59.519

Speaker 4 (Dr. Carol Bradford): it was largely because that patient was harboring human papillomavirus in their throat cancer, and that allowed much better response. And so, we demonstrated that in our clinical trials and other institutions.

142

00:24:59.760 --> 00:25:09.739

Speaker 4 (Dr. Carol Bradford): Did also in an ultimately large, population based epidemiological studies. But it really, we need to ask.

143

00:25:10.480 --> 00:25:18.639

Speaker 4 (Dr. Carol Bradford): Important questions and answer important questions all the way from foundational science, the basic underpinnings of

144

00:25:18.700 --> 00:25:35.109

Speaker 4 (Dr. Carol Bradford): biomedical discovery all the way to implementation science, and how do we care differently for populations? And as I think about it, we have strengths across that trajectory here, and a real opportunity to take

145

00:25:35.150 --> 00:25:41.180

Speaker 4 (Dr. Carol Bradford): Science and utilize science to improve and if not transform.

146

00:25:41.230 --> 00:25:42.150

Speaker 4 (Dr. Carol Bradford): health

147

00:25:42.360 --> 00:25:57.570

Speaker 4 (Dr. Carol Bradford): in the state of Minnesota for all of its members. And in doing so, really be a model for the nation and world. And so I just I think it's very inspirational. We have incredible talent here.

148

00:25:57.610 --> 00:26:02.810

Speaker 4 (Dr. Carol Bradford): in all aspects of science, and I'm really looking forward to

149

00:26:03.560 --> 00:26:10.579

Speaker 4 (Dr. Carol Bradford): Us working together as a community, as an interdisciplinary, interprofessional community to say.

150

00:26:10.790 --> 00:26:15.599

Speaker 4 (Dr. Carol Bradford): What... what are the... Big next things that we can lead the way in.

151

00:26:15.600 --> 00:26:22.149

Speaker 6 (Dr. Carol Bradford): So before we talked, we agreed that, you know, in crisis there is opportunity. How do we.

152

00:26:22.260 --> 00:26:23.210

Speaker 6 (Dr. Carol Bradford): sort of...

153

00:26:23.390 --> 00:26:34.939

Speaker 6 (Dr. Carol Bradford): Sort of deal with the headwinds in terms of challenging finance in terms of science. And if you answer that question, then you get the Nobel Prize. But so it's not.

154

00:26:34.945 --> 00:26:54.244

Speaker 4 (Dr. Carol Bradford): I've given a talk on this at the grand meeting, which is part of, AAMC about a year ago. And I think, so, we can acknowledge headwinds, turbulent waters. I've got a slide about, a ship sailing through turbulent waters, and I sort of love water and.

155

00:26:54.355 --> 00:27:00.525

Speaker 4 (Dr. Carol Bradford): Being on the water, so that is very resonant, and so we have to be adaptable, we have to.

156

00:27:00.595 --> 00:27:10.575

Speaker 4 (Dr. Carol Bradford): Pivot when we need to pivot, we have to diversify our funding sources and we have to support our community.

157

00:27:10.645 --> 00:27:23.314

Speaker 4 (Dr. Carol Bradford): to continue to do the very best science, and maybe I am an eternal optimist, but I believe that the best science will continue to be funded.

158

00:27:23.565 --> 00:27:33.525

Speaker 4 (Dr. Carol Bradford): our own data for the NIH. NIH data is, there's 3 months left in the federal fiscal year, and they've only

159

00:27:33.655 --> 00:27:41.544

Speaker 4 (Dr. Carol Bradford): committed 50% of the funds. That being said, we are on pace already

160

00:27:41.705 --> 00:27:45.204

Speaker 4 (Dr. Carol Bradford): For, being equal to last.

161

00:27:45.605 --> 00:27:58.265

Speaker 4 (Dr. Carol Bradford): Fiscal year for the medical school, which means that my interpretation is that we continue to outperform, our peers and even.

162

00:27:59.405 --> 00:28:05.404

Speaker 4 (Dr. Carol Bradford): Institutions above us and I really believe that's because we have the best.

163

00:28:06.005 --> 00:28:07.055

Speaker 4 (Dr. Carol Bradford): Science?

164

00:28:07.065 --> 00:28:19.675

Speaker 4 (Dr. Carol Bradford): The best faculty, learners and staff and and and but we have to, I think, really partner together. There are areas that are less well funded. The NSF.

165

00:28:19.675 --> 00:28:31.834

Speaker 4 (Dr. Carol Bradford): has really dramatically cut its funding that is impacting our college... our college... our colleagues in engineering more directly than the medical school, but I do think

166

00:28:32.055 --> 00:28:38.525

Speaker 4 (Dr. Carol Bradford): you know, opportunities to partner with industry. I toured the yeah.

167

00:28:38.945 --> 00:28:55.744

Speaker 4 (Dr. Carol Bradford): HeartLab downstairs and, you know, the Medtronic partnership there. And it's just I think it's really interesting to think about philanthropy, industry partnerships, foundation partnerships, again, areas we've been very, very successful in.

168

00:28:55.845 --> 00:29:02.394

Speaker 4 (Dr. Carol Bradford): Plus federal plus state funding to navigate our trajectory. Yeah.

169

00:29:02.400 --> 00:29:21.659

Speaker 6 (Dr. Carol Bradford): Well, and I think, you know, I think that in some ways, some of the partners, industry, etc, have been okay sort of waiting until sort of here you go. And we need them to come a little bit closer to invest, in terms of sort of the work that we're doing to be able to have that diversified portfolio. And I do think.

170

00:29:21.885 --> 00:29:33.085

Speaker 4 (Dr. Carol Bradford): That, we need to be vocal advocates of the difference our science is making in saving lives.

171

00:29:33.325 --> 00:29:40.625

Speaker 4 (Dr. Carol Bradford): and helping people lead healthier lives and and and it also helps.

172

00:29:40.765 --> 00:29:51.755

Speaker 4 (Dr. Carol Bradford): as is very evident in the Twin Cities, it actually is an economic engine, also. When our discoveries become translated into new drugs.

173

00:29:51.955 --> 00:30:00.324

Speaker 4 (Dr. Carol Bradford): new devices, new platforms, be it AI or other things, that that makes a huge difference.

174

00:30:05.620 --> 00:30:10.230

Speaker 6 (Dr. Carol Bradford): Okay, we have a, sorry, we got distracted by a QX.

175

00:30:10.310 --> 00:30:24.799

Speaker 6 (Dr. Carol Bradford): Which is well, let's just take a few more questions and then we'll, we'll get to sort of I mentioned that there were some questions submitted, which is fabulous. And we'll get into, some of these questions in just a minute.

176

00:30:24.880 --> 00:30:33.690

Speaker 6 (Dr. Carol Bradford): I just want to turn, because we're going to sort of hit upon sort of the different sort of missions, what your thoughts are, because you've sort of

177

00:30:33.760 --> 00:30:45.579

Speaker 6 (Dr. Carol Bradford): Did a little sort of dunk there about AI, about sort of education, maybe AI and education, the future of sort of education in medical schools. What are you thinking in that space?

178

00:30:45.585 --> 00:30:55.804

Speaker 4 (Dr. Carol Bradford): So I think AI is here to stay. We use AI every day. Every time you use Google, it's AI. They know what you search last. And so it's here to stay. And so we want to.

179

00:30:55.845 --> 00:31:06.505

Speaker 4 (Dr. Carol Bradford): Make sure we're using AI in a safe and equitable way. I've mentioned some of the transformations in my career. The internet.

180

00:31:07.045 --> 00:31:15.084

Speaker 4 (Dr. Carol Bradford): cell phones. Now, both of... all of us would say we can't imagine what life would be without cell phones, or...

181

00:31:15.275 --> 00:31:18.544

Speaker 4 (Dr. Carol Bradford): The internet, I mean, we, I mean, it's just part of

182

00:31:18.745 --> 00:31:30.244

Speaker 4 (Dr. Carol Bradford): everyday life. AI is the next thing. And so, we... we have enormous talent here in AI, and so AI...

183

00:31:30.415 --> 00:31:33.855

Speaker 4 (Dr. Carol Bradford): for education, AI for...

184

00:31:34.105 --> 00:31:50.845

Speaker 4 (Dr. Carol Bradford): process improvement and AI and and learning health system science and improving care for individual patients and communities. As as people know, we are building an initiative called Dahlia.

185

00:31:50.945 --> 00:31:59.114

Speaker 4 (Dr. Carol Bradford): I also grow Dahlias, so I love the name. That stands for Data Science, Artificial Intelligence.

186

00:31:59.955 --> 00:32:18.764

Speaker 4 (Dr. Carol Bradford): Health informatics and learning health system science. And the beauty is we have deep, deep, deep talent in all of those spaces here. So we are really poised to be leaders in this space. And this is part of the pathway, I think, of transforming health.

187

00:32:19.215 --> 00:32:31.295

Speaker 4 (Dr. Carol Bradford): Of all communities we serve because it's not just doing the same things we've always done at scale, it's really thinking about how to do things.

188

00:32:31.405 --> 00:32:32.565

Speaker 4 (Dr. Carol Bradford): differently.

189

00:32:32.855 --> 00:32:41.025

Speaker 4 (Dr. Carol Bradford): Because data... can inform access to care. Data can inform AI-informed

190

00:32:41.095 --> 00:32:56.834

Speaker 4 (Dr. Carol Bradford): Data can inform how to improve outcomes. And in communities we serve, we need to co-create. We need to listen to the communities to seek to understand what does that community need so we can deliver the best care.

191

00:32:56.835 --> 00:33:01.104

Speaker 4 (Dr. Carol Bradford): In the education realm, we have to teach our learners.

192

00:33:01.145 --> 00:33:07.114

Speaker 4 (Dr. Carol Bradford): To not only be AI literate, but AI.

193

00:33:07.245 --> 00:33:08.904

Speaker 4 (Dr. Carol Bradford): Fluent. Hmm.

194

00:33:09.025 --> 00:33:28.184

Speaker 4 (Dr. Carol Bradford): And probably it won't be long before the learners, as we all know, will be teaching us rather than the reverse, because it's here to stay. And there's many platforms that are already available here. And so how do we. And again, we've got the AI Hub initiative. So we are.

195

00:33:28.185 --> 00:33:33.424

Speaker 4 (Dr. Carol Bradford): We are leading the way in this space, and I think it's going to be a really exciting journey.

196

00:33:34.590 --> 00:33:52.300

Speaker 6 (Dr. Carol Bradford): I... one of the things I think that's interesting in terms of, sort of, I mean, you're right, AI, you know, if you've ever been on a plane and made, you know, sort of a reservation, you've used AI, right? And so, there is this mysticism that it's this whole other thing that we have been using, and it is really good at curating.

197

00:33:52.390 --> 00:34:01.660

Speaker 6 (Dr. Carol Bradford): But it isn't necessarily yet good at sort of critical thinking. And so, number one, if there is no process, then AI is just a bunch of data.

198

00:34:01.660 --> 00:34:25.609

Speaker 6 (Dr. Carol Bradford): That that can get you maybe places where you don't intend. So we have to sort of say, what's the process? And the second piece is we have to be critical thinkers of, does this make sense? You know, like the the old prompt of, you know, are you sure? Delete this. Are you sure? And I think that sort of that critical thinking, it's certainly easier of like, here's the answer that's just fed to me. I'll just take it rather than sort of do the are you sure?

199

00:34:25.610 --> 00:34:32.769

Speaker 6 (Dr. Carol Bradford): And are we editors and critical thinkers of what we're getting in terms of AI so that we can make the most of it?

200

00:34:32.775 --> 00:34:43.265

Speaker 4 (Dr. Carol Bradford): There are AI hallucinations. I see them every day. If you use Google and other platforms, not being critical, but it's really data in is data out. And so.

201

00:34:43.935 --> 00:34:52.905

Speaker 4 (Dr. Carol Bradford): The more, higher, you know, the platforms, if, you know, so if, for example, You,

202

00:34:53.185 --> 00:35:06.134

Speaker 4 (Dr. Carol Bradford): Help have AI help you prioritize your email, bring things to the top. I mean, so part of it that we have to think about is what data are we providing?

203

00:35:06.135 --> 00:35:22.825

Speaker 4 (Dr. Carol Bradford): to our AI platform that will inform the information we get, because you are exactly right. And then are there inherent biases in AI databases? And the answer to that is yes.

204

00:35:22.825 --> 00:35:25.545

Speaker 6 (Dr. Carol Bradford): And so then how do we then?

205

00:35:25.550 --> 00:35:26.480

Speaker 4 (Dr. Carol Bradford): Teach.

206

00:35:26.860 --> 00:35:43.639

Speaker 4 (Dr. Carol Bradford): Because it's learning health system. I mean, so it's it's and so then how do you educate the AI platform to think differently? And I hate to say AI things, but to process information differently or have a different lens on this information.

207

00:35:43.640 --> 00:35:54.159

Speaker 4 (Dr. Carol Bradford): I, I mean, my son is a computer, science engineer, so I'm fairly good at technology, but I think all of us will need to spend.

208

00:35:54.160 --> 00:36:02.420

Speaker 4 (Dr. Carol Bradford): Time to really understand within our systems what what the AI tools, how can it help us?

209

00:36:02.780 --> 00:36:10.720

Speaker 4 (Dr. Carol Bradford): process more information. As long ago, we surpassed anybody's ability to keep up with current

210

00:36:10.770 --> 00:36:26.090

Speaker 4 (Dr. Carol Bradford): Data like head and neck cancer, new discovery every day, new papers every day. You can't keep up with sort of the sea of information. So we need we need AI just to keep up. But how do we utilize AI?

211

00:36:26.150 --> 00:36:32.269

Speaker 4 (Dr. Carol Bradford): To help us... understand how to best educate learners.

212

00:36:32.960 --> 00:36:39.100

Speaker 4 (Dr. Carol Bradford): It can inform science, and it can also inform how to best Treat.

213

00:36:39.220 --> 00:36:42.630

Speaker 4 (Dr. Carol Bradford): That patient in front of us. So I think it's going to be really exciting. Yeah.

214

00:36:42.635 --> 00:36:58.544

Speaker 6 (Dr. Carol Bradford): Well, and if you add to, you know, decreasing barriers and increasing access in terms of who joins us so far as training and their new eyes and their new questions that we don't yet have with that, then it really sort of logarithmically, you know, improves things.

215

00:36:59.145 --> 00:37:06.165

Speaker 6 (Dr. Carol Bradford): Want to make any comments about community, community engagement, things like that in terms of mission of the Mexico? Absolutely.

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00:37:06.170 --> 00:37:15.819

Speaker 4 (Dr. Carol Bradford): Absolutely. So I think we, the med school, and I will acknowledge also in my role as EVPHA, Interim Executive Vice President for Health Affairs.

217

00:37:15.970 --> 00:37:29.670

Speaker 4 (Dr. Carol Bradford): Community is our fourth mission in no particular order. So it's always been research, education, care and community. So, as a land grant public university.

218

00:37:29.980 --> 00:37:46.619

Speaker 4 (Dr. Carol Bradford): Multi-campus, we really, community is an enormous priority. So, in everything we do, in any of those missions, we have to be thinking how can we improve or transform.

219

00:37:46.740 --> 00:37:55.239

Speaker 4 (Dr. Carol Bradford): And in my arena, in our arena, health of communities, but I think there's a lot for workforce in general, there's a lot for

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00:37:55.310 --> 00:38:05.039

Speaker 4 (Dr. Carol Bradford): livable wage, there's a lot for healthy living, there's a lot for healthy aging, and so there's just so much there. But,

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00:38:05.090 --> 00:38:17.610

Speaker 4 (Dr. Carol Bradford): we have an obligation to serve the community. Super proud of the work we're already doing, across our state, right here in the Twin Cities. Really proud that we have a... our own

222

00:38:17.610 --> 00:38:28.460

Speaker 4 (Dr. Carol Bradford): Federally qualified health center. We call it for short COOK. That stands for Community University Health Care Center. That's a mouthful.

223

00:38:28.490 --> 00:38:36.500

Speaker 4 (Dr. Carol Bradford): And again, we're doing groundbreaking on that because we are growing our impact and that.

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00:38:36.860 --> 00:38:39.480

Speaker 4 (Dr. Carol Bradford): That clinic serves

225

00:38:39.800 --> 00:38:47.660

Speaker 4 (Dr. Carol Bradford): underserved communities, and I could not be prouder of that work. We're doing great work in rural

226

00:38:47.720 --> 00:39:01.629

Speaker 4 (Dr. Carol Bradford): Indigenous and tribal communities. We can do much, much, much more. And we have a duty and an obligation to ensure that our learners are educated to

227

00:39:01.850 --> 00:39:10.070

Speaker 4 (Dr. Carol Bradford): provide care and do the science that transforms the care of all the communities we serve.

228

00:39:11.440 --> 00:39:13.559

Speaker 4 (Dr. Carol Bradford): All right. So,

229

00:39:13.560 --> 00:39:14.300

Speaker 6 (Dr. Carol Bradford): Yeah.

230

00:39:14.410 --> 00:39:30.049

Speaker 6 (Dr. Carol Bradford): We're getting some questions here. So I think I'll ask you one last question before we get to the questions. And that was, was there a question you wanted me to ask you that I didn't ask? I think you've asked me great questions. I think we're having a really wonderful time.

231

00:39:30.055 --> 00:39:36.055

Speaker 4 (Dr. Carol Bradford): I just want to thank you for what you do every day and for your incredible work.

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00:39:36.055 --> 00:39:46.855

Speaker 6 (Dr. Carol Bradford): Thank you so much. Appreciate that. Appreciate that. Let's let's go to some of these questions. We got some some fabulous questions here. All right. Let's see.

233

00:39:47.295 --> 00:39:49.095

Speaker 6 (Dr. Carol Bradford): in your roles.

234

00:39:49.425 --> 00:40:04.225

Speaker 6 (Dr. Carol Bradford): How will the two of you... there we go, it's not... she's the one, not me. The two of you advance the imperative to diversify the medical profession to produce better healthcare outcomes. Wow, small questions, alright.

235

00:40:04.225 --> 00:40:09.545

Speaker 6 (Dr. Carol Bradford): You're at the head of table, so I'll let you start with that one and then I'll sort of add. Yeah. So first.

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00:40:09.545 --> 00:40:17.895

Speaker 4 (Dr. Carol Bradford): I think that's a really, really important question. And the evidence, Strongly supports.

237

00:40:18.145 --> 00:40:29.034

Speaker 4 (Dr. Carol Bradford): that the closer we reflect the communities we serve, the better the healthcare outcomes. And that data has been demonstrated in

238

00:40:29.335 --> 00:40:44.504

Speaker 4 (Dr. Carol Bradford): in a large body of literature. So we, and we have to comply with all, federal and state laws. And so, we all, we all know the Supreme Court

239

00:40:44.735 --> 00:40:50.175

Speaker 4 (Dr. Carol Bradford): Decision, a couple years back that prevents the use of race

240

00:40:50.335 --> 00:40:56.534

Speaker 4 (Dr. Carol Bradford): As a criteria, as a criteria for admission to medical school or.

241

00:40:56.715 --> 00:41:08.865

Speaker 4 (Dr. Carol Bradford): any admission to any, any, educational program. So we do holistic, evaluation and holistic reviews

242

00:41:08.865 --> 00:41:21.924

Speaker 4 (Dr. Carol Bradford): And I'm speaking specifically of MD applications. And so that can include things like journey traveled, etc, etc. I also think it's really, really important.

243

00:41:22.205 --> 00:41:38.804

Speaker 4 (Dr. Carol Bradford): There are dean's scholarships and how do we allocate those scholarships? And my view, which I have as the new leader, will implement is that with our holistic review, which is.

244

00:41:39.445 --> 00:41:51.465

Speaker 4 (Dr. Carol Bradford): Federally compliant with the law. I believe holistic review and how that is evaluated. Those are the holistic review leads to.

245

00:41:51.865 --> 00:41:54.725

Speaker 4 (Dr. Carol Bradford): A decision about what are our top.

246

00:41:55.405 --> 00:42:09.844

Speaker 4 (Dr. Carol Bradford): Medical students that we are hoping to attract to join us and I also believe our scholarships should also be based upon what I would call those that holistic review.

247

00:42:10.265 --> 00:42:22.975

Speaker 4 (Dr. Carol Bradford): quality. You know, MCATs and GPA matter, but so does compassion, so does community service, so does, really,

248

00:42:23.215 --> 00:42:37.324

Speaker 4 (Dr. Carol Bradford): a commitment to serve communities matters a lot in medicine, because we know this is not an easy career. It's a career that you have to be your best at noon, and you have to be your best

249

00:42:38.115 --> 00:42:43.244

Speaker 4 (Dr. Carol Bradford): At 3 AM, and you have to be empathetic and compassionate at 3 AM.

250

00:42:43.245 --> 00:42:53.965

Speaker 6 (Dr. Carol Bradford): Also, absolutely, yeah, you know, and I think that that's for folks who don't sort of live in sort of admissions kind of space. When we talk about holistic, we sort of first say.

251

00:42:53.965 --> 00:43:03.665

Speaker 6 (Dr. Carol Bradford): What's the data that shows that this person can metrically from sort of the numbers be successful? And that's actually a pretty big range.

252

00:43:03.665 --> 00:43:28.075

Speaker 6 (Dr. Carol Bradford): And so we look first to say you know if somebody you know can't ever get licensed then that's going to be a problem in terms of and we're not being ethical in terms of sort of taking them in so we want them sort of within sort of a range that we know that will be successful and then once that's done we kind of put that away and then we look at what are the competencies what are the national competencies of what people want in their physician in the future and then sort of say how does that person

253

00:43:28.075 --> 00:43:47.105

Speaker 6 (Dr. Carol Bradford): Bring those competencies, how they manifest them, and how will they help us to have those diversified voices around the table? And I think that that's really, you know, we talk about holistic. It's really the whole thing. When we talk about the best medical students, sometimes people say, oh, best means highest numbers. No.

254

00:43:47.105 --> 00:43:53.245

Speaker 6 (Dr. Carol Bradford): Best means best doctor of all different types from a pathologist to a psychiatrist to a surgeon.

255

00:43:53.245 --> 00:44:17.025

Speaker 6 (Dr. Carol Bradford): all the best is sort of, you know, you we know, we think you know what is our what it looks like. We know that what that looks like in terms of, you know, compassion, inquisitiveness, dedication, and things like that. And so I think that being more mindful about how we can be attractive to diverse students in terms of having community because having community and affinity groups are all within the law.

256

00:44:17.025 --> 00:44:26.115

Speaker 6 (Dr. Carol Bradford): And so we can provide support in terms of doing that. I think those are some of the ways that we want to work to be able to really sort of address some of these things.

257

00:44:26.595 --> 00:44:30.854

Speaker 6 (Dr. Carol Bradford): Alright, not what you would see.

258

00:44:30.985 --> 00:44:42.244

Speaker 6 (Dr. Carol Bradford): Which one would you like to, let's say the, the, the regions pass a new operating budget. Does the budget accommodate your needs? Why, I think there's like, there's never enough money, but anyway, but I'll let you do that one. So.

259

00:44:42.245 --> 00:44:48.774

Speaker 4 (Dr. Carol Bradford): Yes, the budget was passed. And I will say,

260

00:44:49.365 --> 00:44:56.495

Speaker 4 (Dr. Carol Bradford): Those agreements that we talked about earlier also provided academic support.

261

00:44:56.615 --> 00:45:11.744

Speaker 4 (Dr. Carol Bradford): To the medical school, both from Fairview Health, that we're very grateful for, as well as our, valued University of Minnesota physician team colleagues. And so,

262

00:45:12.115 --> 00:45:18.364

Speaker 4 (Dr. Carol Bradford): I really, you know, as you look across the country for medical schools,

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00:45:18.675 --> 00:45:27.225

Speaker 4 (Dr. Carol Bradford): many, many medical schools do not actually have that level of institutional support. So.

264

00:45:27.845 --> 00:45:39.185

Speaker 4 (Dr. Carol Bradford): as I think about, you know, funds for the medical school, so funds do flow to the medical school based upon tuition and indirect cost recovery for research, so that's sort of your

265

00:45:39.225 --> 00:45:57.405

Speaker 4 (Dr. Carol Bradford): General funds flow. There is state funds flow. And some of that is for specific areas. And some of it is generally to support our mission. And then, we have we've, again, had a very, very strong philanthropic.

266

00:45:57.625 --> 00:46:14.474

Speaker 4 (Dr. Carol Bradford): Year and so philanthropy is huge and trust me, I'm deeply engaged in philanthropy and I will be working diligently with our, with all of you and our UMF partners to really continue to raise the bar for

267

00:46:14.555 --> 00:46:32.245

Speaker 4 (Dr. Carol Bradford): philanthropic fundraising for student scholarships, for research programs, for endowed shares and professorships. I think that's really, really exciting for us. And then, the funds flow from our Fairview Health and UMP. So.

268

00:46:33.485 --> 00:46:37.404

Speaker 4 (Dr. Carol Bradford): We, we are actually in a.

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00:46:37.615 --> 00:46:44.465

Speaker 4 (Dr. Carol Bradford): a place where I believe we have a sustainable budget. I will acknowledge

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00:46:44.595 --> 00:47:03.375

Speaker 4 (Dr. Carol Bradford): There have been some cuts that have been made that have been incredibly challenging to our community as we work together to build a strategic plan that will inform strategic investments. And I do think we want to be efficient.

271

00:47:03.565 --> 00:47:10.855

Speaker 4 (Dr. Carol Bradford): Effective and make sure we're investing in those things that will really.

272

00:47:10.975 --> 00:47:14.625

Speaker 4 (Dr. Carol Bradford): Allow us to reach our bold

273

00:47:15.085 --> 00:47:20.034

Speaker 4 (Dr. Carol Bradford): Ambition and mission. So I, I, I, I'm feeling good.

274

00:47:20.135 --> 00:47:24.575

Speaker 4 (Dr. Carol Bradford): About our financial position while fully recognizing.

275

00:47:24.835 --> 00:47:37.014

Speaker 4 (Dr. Carol Bradford): That we've had deep, deep cuts that have had enormous impact upon people and communities in the medical school and beyond.

276

00:47:37.950 --> 00:47:39.770

Speaker 6 (Dr. Carol Bradford): So it's a time of sort of.

277

00:47:40.080 --> 00:47:48.610

Speaker 6 (Dr. Carol Bradford): Figuring out, so far as voice, and sort of input in terms of strategic planning, and sort of that connectedness in terms of how to move forward.

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00:47:49.190 --> 00:47:51.209

Speaker 6 (Dr. Carol Bradford): All right.

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00:47:51.990 --> 00:48:09.100

Speaker 6 (Dr. Carol Bradford): So here's how about as you speak with me, this attendee is curious about your DEI journey, your lived experiences, personal encounters, learning what has changed for you along your journey over time. I'm assuming that you're right.

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00:48:09.105 --> 00:48:16.695

Speaker 4 (Dr. Carol Bradford): So it's a really great question. And so, you know, my lived experience is.

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00:48:16.995 --> 00:48:31.785

Speaker 4 (Dr. Carol Bradford): Curiously, to, I mentioned my, parents divorcing when I was 12, and sort of that cast me into a position of,

282

00:48:33.295 --> 00:48:43.285

Speaker 4 (Dr. Carol Bradford): You know, a household of 4, my mother, the office manager, and we lived on her salary, and so that was very eye-opening, that was sort of junior high.

283

00:48:43.325 --> 00:48:57.494

Speaker 4 (Dr. Carol Bradford): and high school, and so, you know, we lived on limited means. And it's... and I do think that that gives me a very, very unique lens. So, I went... I was lucky to get into

284

00:48:57.765 --> 00:49:09.854

Speaker 4 (Dr. Carol Bradford): Michigan undergrad, and really, got student loans and put my, worked in the summers and sort of put myself through.

285

00:49:10.015 --> 00:49:14.945

Speaker 4 (Dr. Carol Bradford): College and then med school without much family support.

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00:49:15.105 --> 00:49:23.374

Speaker 4 (Dr. Carol Bradford): I will also say in the era, that I, grew up and there were hardly any.

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00:49:23.555 --> 00:49:38.814

Speaker 4 (Dr. Carol Bradford): women surgeons, like, n of zero. There was actually one peer mentor I had, she was an oculoplastic surgeon at, at Michigan. And, you know, and so I...

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00:49:39.035 --> 00:49:44.115

Speaker 4 (Dr. Carol Bradford): Did, you know, create,

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00:49:44.315 --> 00:49:48.304

Speaker 4 (Dr. Carol Bradford): I believe a pathway served as a role model.

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00:49:48.405 --> 00:49:58.354

Speaker 4 (Dr. Carol Bradford): For other women to, pursue surgery, to pursue head and neck cancer surgery and now the paradigm has completely

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00:49:58.505 --> 00:50:00.865

Speaker 4 (Dr. Carol Bradford): flipped, but, you know, I,

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00:50:00.865 --> 00:50:18.714

Speaker 4 (Dr. Carol Bradford): You know, I was going to give a talk at a national meeting, Society of University Otolaryngologists, a long time ago, and I talked about balancing career and family. And at the cocktail party the night before, one of the most famous head and neck cancer surgeons on the planet.

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00:50:18.715 --> 00:50:21.234

Speaker 4 (Dr. Carol Bradford): basically said, to me.

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00:50:21.425 --> 00:50:29.075

Speaker 4 (Dr. Carol Bradford): Women should be at home raising children. And I said to him, come and hear my talk.

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00:50:29.075 --> 00:50:42.115

Speaker 4 (Dr. Carol Bradford): And hear what we have to say, which I think is a lesson. So I was positive. I said, thank you for your opinion. Come and hear my talk. He wrote me a lovely letter that I should have handwritten note. And he said, Carol, I get it. And we became.

296

00:50:42.345 --> 00:50:58.665

Speaker 4 (Dr. Carol Bradford): lifelong career friends, because I changed... I think I changed his mind by how I spoke about balancing my career and family. His son pursued head and neck oncology himself, so I know that family was very important.

297

00:50:58.665 --> 00:51:11.724

Speaker 4 (Dr. Carol Bradford): To this, head and neck surgical leader, so, but, but I don't have all lived experience, so those are my lived experiences, but what I would say that that has given me a lens to understand.

298

00:51:11.725 --> 00:51:23.264

Speaker 4 (Dr. Carol Bradford): I have to listen, learn, and seek to understand other people's lived experiences. And your lived experiences do very much inform

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00:51:23.405 --> 00:51:30.224

Speaker 4 (Dr. Carol Bradford): the lens by which you view the world. And so,

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00:51:30.505 --> 00:51:36.665

Speaker 4 (Dr. Carol Bradford): And not to go on too long, but I will also say, while at Ohio State.

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00:51:36.815 --> 00:51:37.945

Speaker 4 (Dr. Carol Bradford): We had a...

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00:51:38.035 --> 00:51:47.874

Speaker 4 (Dr. Carol Bradford): tremendous success with our Office of Diversity and Inclusion, and we're doing a lot, making a huge amount of progress in that space, and then

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00:51:47.935 --> 00:52:01.025

Speaker 4 (Dr. Carol Bradford): had to, abide by Senate Bill 1, which basically in the state of Ohio was the anti-DEI bill, and so we did have to close our office.

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00:52:01.195 --> 00:52:19.144

Speaker 4 (Dr. Carol Bradford): because it was against the law to have an Office of Diversity and Inclusion, Equity and Inclusion, but we were very people-centric and fully compliant with the law, and were able there to elevate roles to community engagement

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00:52:19.275 --> 00:52:29.934

Speaker 4 (Dr. Carol Bradford): Faculty success, learner success, and staff success. And so there are moments where we have to pivot.

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00:52:30.145 --> 00:52:36.894

Speaker 4 (Dr. Carol Bradford): But we keep... our core values fully aligned and intact.

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00:52:37.510 --> 00:52:41.940

Speaker 6 (Dr. Carol Bradford): And we're happy that we're Minnesota, not Ohio. Just saying.

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00:52:42.040 --> 00:52:59.130

Speaker 6 (Dr. Carol Bradford): And we are completely, you know, responsive in terms of all the laws and do things within sort of legality that includes all types of things for all Minnesotans as we move forward in terms of our efforts of inclusive excellence. All right,

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00:53:04.910 --> 00:53:07.500

Speaker 6 (Dr. Carol Bradford): Would you like to take the subtitle? Yeah.

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00:53:09.930 --> 00:53:29.110

Speaker 6 (Dr. Carol Bradford): So love the stated goals from Dean Bradford to be transparent. However, it's not necessarily clear to me as a faculty that we're learning anything from the Dean's office about upcoming budgets, strategic decisions being made, or how faculty can inform decisions. Are there ways we can better able to stay up to date with this landscape and or contribute?

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00:53:29.280 --> 00:53:44.660

Speaker 4 (Dr. Carol Bradford): I think that's a great question. So where we are right now, we are still working on finalizing the, medical school budget and on allocations. So there's a body of work there.

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00:53:44.700 --> 00:53:52.080

Speaker 4 (Dr. Carol Bradford): I do think that there is a huge opportunity for us to be very transparent at a high level of.

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00:53:52.140 --> 00:53:54.099

Speaker 4 (Dr. Carol Bradford): What are our sources?

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00:53:54.490 --> 00:53:55.710

Speaker 4 (Dr. Carol Bradford): of revenue?

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00:53:55.740 --> 00:54:03.540

Speaker 4 (Dr. Carol Bradford): And how and what are what are we spending those resources on? And I think that those are.

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00:54:03.550 --> 00:54:20.880

Speaker 4 (Dr. Carol Bradford): instructive and informative, for us. I think we have to build that muscle a bit. We're still seeking to understand the nuances of all of our, what I would say, quite complicated funds flow models are, so it is a journey.

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00:54:21.020 --> 00:54:40.999

Speaker 4 (Dr. Carol Bradford): The process, you know, so how do we cascade those messages? You know, probably initially, you know, the big high arching budget would be shared with department chairs and leaders. And then, you know, the expectation is that those can cascade. But I think, how.

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00:54:41.270 --> 00:54:47.619

Speaker 4 (Dr. Carol Bradford): The second. So part of this is transparency. What do we share with what we're doing?

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00:54:48.020 --> 00:54:52.729

Speaker 4 (Dr. Carol Bradford): And how do we garner input? So we are about to embark on a very

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00:54:53.510 --> 00:55:07.310

Speaker 4 (Dr. Carol Bradford): inclusive and engaging strategic planning process. I've done this twice before at the other two medical schools I've served at, and I really want our strategic planning process

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00:55:07.320 --> 00:55:18.100

Speaker 4 (Dr. Carol Bradford): which will inform our strategic priorities and our future investments to be the work of our entire community, not the dean. It needs to have

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00:55:18.110 --> 00:55:35.499

Speaker 4 (Dr. Carol Bradford): forums for our entire community to contribute to what should we be strategically investing in across all of our missions. And so, we are working on structures, but I would love to have a process by which

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00:55:35.500 --> 00:55:39.099

Speaker 4 (Dr. Carol Bradford): All members of our community can provide.

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00:55:39.170 --> 00:55:43.580

Speaker 4 (Dr. Carol Bradford): Meaningful input into our strategic plan.

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00:55:43.585 --> 00:56:08.584

Speaker 6 (Dr. Carol Bradford): And there's some early work right now, not, not under that category, but there's some early work right now in terms of employee engagement. Yes. Right. And so, you know, we've all gotten sort of input about sort of what's the employee engagement. And a number of you, a number of leaders amongst us have actually moved forward in terms of saying, how do we drill this down in terms of what are our priorities and what do we do in this next sort of year?

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00:56:08.585 --> 00:56:32.264

Speaker 6 (Dr. Carol Bradford): My office actually is available in terms of running some workshops to help in terms of doing that. And I think that thinking about that in terms of what are our priorities and what are we going to get done even in the next calendar year is some really good pre-work as we're sort of doing a much larger thing that you're talking about in terms of strategic planning. And so, if folks haven't gotten started that, they're welcome to in terms of some early stuff.

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00:56:32.265 --> 00:56:33.705

Speaker 6 (Dr. Carol Bradford): But more will be coming.

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00:56:34.045 --> 00:56:34.995

Speaker 6 (Dr. Carol Bradford): Great.

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00:56:35.715 --> 00:56:38.515

Speaker 6 (Dr. Carol Bradford): All right. So we are.

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00:56:38.865 --> 00:56:42.115

Speaker 6 (Dr. Carol Bradford): Running late on time,

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00:56:42.215 --> 00:56:47.464

Speaker 6 (Dr. Carol Bradford): Anything else sort of for the for the good of the cause that you'd like to sort of talk about.

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00:56:47.470 --> 00:56:57.830

Speaker 4 (Dr. Carol Bradford): Yeah, so I think this has been a wonderful session. Thanks to all that have been engaged online and contributed great questions.

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00:56:58.130 --> 00:57:04.420

Speaker 4 (Dr. Carol Bradford): I care deeply about this medical school, this university.

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00:57:04.610 --> 00:57:17.939

Speaker 4 (Dr. Carol Bradford): our faculty, staff, and learners, and I also care deeply about the communities we serve. I think we have an enormously important role to play

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00:57:17.990 --> 00:57:25.049

Speaker 4 (Dr. Carol Bradford): And like I love to say, not only improving, but actually transforming.

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00:57:25.290 --> 00:57:33.620

Speaker 4 (Dr. Carol Bradford): the health of the communities we serve. That will take all of us, and that will take partnership, With...

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00:57:33.850 --> 00:57:41.509

Speaker 4 (Dr. Carol Bradford): our... the communities we serve so that we listen and seek to understand their needs and the opportunities.

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00:57:41.720 --> 00:57:58.760

Speaker 4 (Dr. Carol Bradford): But there are such amazing people here. I'm truly honored to serve. I'm not. I've not quite been here. I'm approaching, five months. It's been a true whirlwind, but it's been a lot of fun, and I really.

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00:57:58.880 --> 00:58:07.750

Speaker 4 (Dr. Carol Bradford): Feel very blessed and honored to serve. And again, thank you, Anna, for your amazing leadership and the leadership of your entire team.

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00:58:07.755 --> 00:58:32.704

Speaker 6 (Dr. Carol Bradford): Thank you so much. Really appreciate that. You know, one of the things that attracted me here six years ago is I said it's sort of like a kid in a candy store. Like, if you can think about it, somebody's probably doing it out there, right? In terms of sort of collaboration and ideas. And so it really is sort of amazing. And so, you know, I think that at times when we say, oh my goodness, look at the national landscape and all these crises, you know, I keep saying, in crisis, there's opportunity. In crisis, there's opportunity.

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00:58:32.705 --> 00:58:36.534

Speaker 6 (Dr. Carol Bradford): And so what's the opportunity that we can view in terms of moving forward?

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00:58:36.540 --> 00:58:37.960

Speaker 4 (Dr. Carol Bradford): And I will say.

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00:58:38.100 --> 00:58:51.510

Speaker 4 (Dr. Carol Bradford): the land-grant public universities in our country, this is our moment. This is absolutely our moment to have a transformative impact, and I truly believe that. Yeah.

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00:58:51.510 --> 00:59:05.450

Speaker 6 (Dr. Carol Bradford): Cool. Well, thank you very much for taking the time. Appreciate sort of, being able to sit down and get to know you a little bit and sort of share in terms of sort of our faculty, and staff and students. Matt, we'll turn it over to you.

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00:59:06.020 --> 00:59:30.999

Dean's Lecture Series: Yeah, sounds good. Thank you both so much. This is a really great, wonderful, thought provoking morning. Thank you both for for guiding us through this and getting to know both of you a little bit more too. Just for all of all those of those of you who attended today, thank you all so much for joining us as well. A one question survey will appear on your web browser immediately after ending the Zoom session. We'd appreciate if you took the time to complete this survey that helps inform us of future presentation topics.

346

00:59:31.000 --> 00:59:31.960

Dean's Lecture Series: lecturers.

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00:59:31.960 --> 00:59:42.649

Dean's Lecture Series: And a reminder that this session was recorded, and it will be shared within 2 days to all who registered for the event, and otherwise, the recording can be found under the Education and Training tab of the ODEI website.

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00:59:42.650 --> 00:59:56.089

Dean's Lecture Series: And then please save the date, our next Dean's Lecture Series session will be on Wednesday, August 12th, with Dr. Raleigh Duavetti from Cooke, our community university healthcare center, which Dean Bradford mentioned earlier today. So we look forward to that, and seeing you then.

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00:59:56.300 --> 00:59:58.590

Dean's Lecture Series: Be well and take good care, everyone. Bye bye. Thank you.

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00:59:58.590 --> 01:00:00.280

Dr. Carol Bradford: Take care, everybody. Take care.