

Board of Trustees

NEW Center Ballroom
December 7, 2017

Trustees Present:

Robert J. Klonk, Chair
Carl A. Allamby
E. Douglas Beach, Ph.D.
Paul R. Bishop, J.D., Vice Chair
Sharlene Ramos Chesnes
James M. Guirguis
Joseph R. Halter Jr.
Chander M. Kohli, M.D.
Richard B. McQueen
Phillip L. Trueblood
Jay A. Gershen, D.D.S., Ph.D., Ex Officio

Trustees Absent:

Daisy L. Alford-Smith, Ph.D.

NEOMED Personnel Present:

Terri L. Christensen, Ph.D.
Roderick L. Ingram Sr., M.B.A.
Richard J. Kasmer, Pharm.D., J.D.
Margarita D. Kokinova, Ph.D.
Carolyn D. Lanier, M.P.A.
Richard W. Lewis, M.S., M.A.
Deborah L. Loyet, M.S., M.A.
Michelle M. Mulhern, M.P.A.
Maria R. Schimer, M.P.H., J.D.
Ruth M. Schlabach
Steven P. Schmidt, Ph.D.
John R. Wray, J.D.
Elisabeth H. Young, M.D.

Others Present:

Troy Cutright
Jiashin Wu, Ph.D.

1. **Call to Order, Roll Call and Approval of the Minutes** **Robert J. Klonk, Chair**

CALL TO ORDER AND ROLL CALL

Chair Klonk called the meeting to order at 12:05 p.m.

Mr. Lewis, Secretary, called the roll and noted that a quorum was present.

Request for Recusal

REQUEST FOR RECUSAL

Chair Klonk asked if any Trustee would need recusal from any of the agenda items presented; there being none, he proceeded with the meeting.

Chair Klonk discussed the plan for future meetings. He shared that, to allow for a more in-depth discussion of major issues, all routine items for forthcoming meetings will be forwarded at least one week in advance of the meeting for review. He encouraged Trustees to share questions and comments prior to each meeting to allow for expedited approval during the meetings.

1.1. **Approval of the Minutes**

MOTION TO APPROVE MINUTES (M2017-10)

Chair Klonk noted that all Trustees had received copies of the minutes from the full Board meeting on September 13, 2017. He asked if there were any additions, deletions or corrections. There being none, Chair Klonk called for a motion to approve the minutes of the September 13, 2017, meeting. Trustee McQueen motioned the approval. Trustee Bishop seconded the motion. The motion carried unanimously by voice vote.

Chair Klonk moved that the Board function as a Committee of the Whole. Trustee Kohli seconded the motion. The motion carried unanimously by voice vote.

2. Oath of Office

**OATH OF OFFICE TO
PHILLIP L. TRUEBLOOD**

- 2.1. The oath of office to Trustee Phillip L. Trueblood was administered by Attorney Schimer.

**3. Report of the President
Jay A. Gershen, D.D.S., Ph.D.**

**REPORT OF THE
PRESIDENT**

Northeast Ohio Medical University Strategic Plan

John R. Wray, J.D.

Vice President for Administration and Finance

**STRATEGIC PLAN
ENDORSED**

President Gershen shared progress regarding the University Strategic Plan. He informed the Board that he appointed a Strategic Plan Steering Committee and charged the committee to develop the Plan while also considering the Campus Master Plan and University budget. He then introduced the Steering Committee.

Margarita Kokinova shared that the process of creating the new Strategic Plan began in 2015. She noted the SWOT analysis conducted at the beginning of the process and shared progress towards some of the opportunities identified, such as: the University's ability to host international visitors and admit international students; the new Master's Degree program in Medical Ethics and Humanities; and, the increased number of diverse students. Ms. Kokinova also reminded the Board of the updated Mission Statement that was created as a result of the strategic planning process.

Ms. Kokinova shared the most recent Strategic Plan document that was drafted in September 2017. Three forums were held in November 2017 to gather additional feedback and that input was incorporated into the final version of the Plan.

Mr. Lewis reminded the Board of the four overarching goals identified for the Plan. Within each goal, a strategic initiative will be led by a champion who will have responsibility, authority, and accountability. He also shared that a Strategic Plan website will be launched to keep the University community informed. Trustee Chesnes asked about the champions and how each initiative would be handled should a champion leave their position with the University. Secretary Lewis shared that each champion has a staff and succession planning has already been considered.

Terri Christensen asked the Trustees for their input and opinions as to which parts of the Plan were the most compelling. Trustees complimented on the structure of the Plan, its focus on reducing tuition over time by identifying additional revenue streams, and the concept of champions for each initiative.

President Gershen and Ms. Christensen discussed the goal of preferred hospital partnerships and noted these opportunities are currently being explored and will be discussed with the Board when updates are available. Trustee Chesnes inquired about risks and mentioned the need to be mindful of time and seize opportunities as soon as possible. Ms. Christensen shared President Gershen's plans to have a meeting with five hospitals to discuss preferred partnerships. Trustee Chesnes suggested that current KPIs be available during these meetings in an effort to be prepared to answer any questions each hospital may ask.

Ms. Christensen also asked for comments regarding details that may have been missed within the Plan. Trustee Bishop suggested additional attention be paid to the champions and ensuring each initiative does not become siloed. Trustee McQueen encouraged the Steering Committee to be quick and nimble as the process continues in an effort to shift any resources necessary. Secretary Lewis indicated that both suggestions will be addressed by the Leadership Team.

Trustee Allamby commented on external branding and suggested that efforts continue to be made to improve recognition similar to what has occurred with internal branding. It was shared that Dr. Young is leading a value brand proposition. Trustee Halter commented on University branding and suggested that alternatives be considered to assist with solving the branding issue.

Northeast Ohio Medical University Campus Master Plan and Financial Projections

John R. Wray, J.D.
Vice President for Administration and Finance

CAMPUS MASTER PLAN AND FINANCIAL PROJECTIONS ENDORSED

Mr. Wray reviewed the Campus Master Plan and accompanying financial projections, both of which have been integrated with the Strategic Plan. He noted that a major goal of both plans is to design a sustainable business model that develops alternative sources of revenue to supplant the diminishing state revenues and replace dependence upon student tuition. He reviewed both conservative and aggressive revenue model projections.

Mr. Wray reviewed the summary of capital projects and shared that more detailed recommendations will be presented to the Board as early as March 2018. He also clarified details regarding the construction of an external athletic complex. He shared that the previous basketball and tennis courts were removed as a result of construction and the goal is build another complex. The complex would be primarily NEOMED students, but would also be available to Bio-Med Science Academy and the community.

Trustee Chesnes inquired as to whether there had been any consideration of creating clinics and pharmacies within the University facility. Dr. Young reminded the Board of the SOAR Student-Run Free Clinic which is facilitated by Dr. Boltri. It was named the Free Clinic of the Year by the Ohio Association of Free Clinics.

Chair Klunk thanked Mr. Wray and the Strategic Plan Steering Committee for the presentations related to the Strategic and Campus Master plans. He noted that the Steering Committee is expected to report back and update the Board regularly on the progress of both plans.

Chair Klunk stated that all committee reports had been reviewed and called for a motion to approve a consent agenda on agenda items 5.2. through 6.4. Trustee Halter moved approval. Trustee Kohli seconded the motion. No one opposed. The motion carried unanimously by voice vote.

CONSENT AGENDA APPROVED (R2017-29 THROUGH R2017-34)

4. Report of the Institutional Advancement Committee Joseph R. Halter Jr.

REPORT OF THE COMMITTEE CHAIR

The report on institutional advancement was given at the committee meeting.

4.2. The comprehensive fundraising update was given at the Institutional Advancement Committee meeting.

COMPREHENSIVE FUNDRAISING UPDATE

The update on the **Shine On** Campaign was provided during the Institutional Advancement Committee meeting.

**5. Report of the Academic and Scientific Affairs Committee
Robert J. Klonk**

**REPORT OF THE
COMMITTEE CHAIR**

The report on academic and scientific affairs was given at the committee meeting.

5.2. The recommendation to approve academic personnel actions (R2017-29) was approved under consent agenda.

**ACADEMIC ACTIONS
APPROVED (R2017-29)**

5.3. The recommendation to approve nontenure-track faculty appointments (R2017-30) was approved under consent agenda.

**NONTENURE-TRACK
APPOINTMENTS
APPROVED (R2017-30)**

5.4. The recommendation to approve course and program evaluation (R2017-31) was approved under consent agenda.

**COURSE AND PROGRAM
EVALUATION APPROVED
(R2017-31)**

5.5. Academic Report

ACADEMIC REPORT

The State of Ohio Student Remediation Report was reviewed during the Academic and Scientific Affairs Committee meeting.

5.6. Report on Research and Sponsored Programs and Academic Programs

**REPORT ON RESEARCH
AND SPONSORED
PROGRAMS**

The report on research and sponsored programs was reviewed during the Academic and Scientific Affairs Committee meeting.

**6. Report of the Finance, Fiscal Policy and Investment Committee
Sharlene Ramos Chesnes**

**REPORT OF THE
COMMITTEE CHAIR**

The report on finance, fiscal policy and investments was given at the committee meeting.

6.2. The recommendation to approve classified personnel actions (R2017-32) was approved under consent agenda.

**CLASSIFIED PERSONNEL
ACTIONS APPROVED
(R2017-32)**

6.3. The recommendation to approve administrative personnel actions (R2017-33) was approved under consent agenda.

**ADMINISTRATIVE
PERSONNEL ACTIONS
APPROVED (R2017-33)**

6.4. The recommendation to approve the efficiency report (R2017-34) was approved under consent agenda.

**EFFICIENCY REPORT
APPROVED (R2017-34)**

6.5. The report on revenue and expenditures and budget to actual comparison was given during the Finance, Fiscal Policy and Investment Committee meeting.

**REPORT ON
EXPENDITURES/BUDGET**

6.6. The report on operating cash, endowment funds and investment report was given during the Finance, Fiscal Policy and Investment Committee meeting.

**REPORT ON
INVESTMENTS**

The Key Performance Indicators were discussed during the Finance, Fiscal Policy and Investment Committee meeting.

**KEY PERFORMANCE
INDICATORS**

7. Old Business

OLD BUSINESS

No old business was discussed.

8. New Business

NEW BUSINESS

No new business was discussed.

Executive Session

EXECUTIVE SESSION

Trustee Chesnes moved to go into Executive Session to discuss personnel and legal matters at 2:50 p.m. Trustee McQueen seconded the motion. Secretary Lewis called the roll and the motion passed unanimously. Trustee Alford-Smith participated in the Executive Session via conference call.

At 3:58 p.m. Chair Klonk moved to reconvene the Board meeting. Trustee Bishop seconded the motion which passed unanimously by voice vote. Chair Klonk stated that during the Executive Session, personnel and legal matters were discussed and no action was taken.

Adjournment

**MOTION TO ADJOURN
(M2017-11)**

There being no further business, Trustee Chesnes moved to adjourn the meeting at 4:00 p.m. Trustee Bishop seconded the motion. No one opposed. The motion was carried unanimously by voice vote.

Respectfully submitted:

Richard W. Lewis
Secretary

Approved by:

Robert J. Klonk
Board Chair

For a fully executed version of the minutes, please contact the Board office at 330.325.6252.