



Northeast Ohio

MEDICAL UNIVERSITY

Board of Trustees

Northeast Ohio Medical University
Signet Executive Board Room
September 8, 2021

Trustees Present:

Richard B. McQueen, Chair
Phillip L. Trueblood, Vice Chair
E. Douglas Beach, Ph.D.
Robert J. Klonk
Sharlene Ramos Chesnes
William H. Considine, M.H.S.A.
Sanjay K.A. Jinka
Chander M. Kohli, M.D.
Darrell L. McNair, M.B.A.
Joshua L. Tidd
Susan Tave Zelman, Ph.D.
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

NEOMED Personnel Present:

Samantha A. Bliss
Andre L. Burton, J.D.
Andrea Coard
Roderick L. Ingram Sr., M.B.A.
Deborah L. Loyet, M.S., M.A.
Lindsey H. Loftus, M.Ed., M.A.
Lacey A. Madison, M.B.A., M.Ed., LSSBB
Michelle M. Mulhern, M.P.A.
Clayton R. O'Neal
Maria R. Schimer, M.P.H., J.D.
Steven P. Schmidt, Ph.D.
Mary Taylor, M.Tax., CPA
Elisabeth H. Young, M.D.

Others Present:

Ward J. "Tim" Timken

1. Call to Order, Roll Call and Approval of the Minutes
Richard B. McQueen, Chair

**CALL TO ORDER
AND ROLL CALL**

Chair McQueen called the meeting to order at 12:02 p.m. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

Request for Recusal

**REQUEST FOR
RECUSAL**

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

1.1. Approval of the Minutes of the May 26, 2021, Meeting

**APPROVAL OF THE
MAY 26, 2021
MINUTES**

Chair McQueen noted that all Trustees had received copies of the minutes from the full Board meeting on May 26, 2021. He asked if there were any additions, deletions, or corrections. There being none, Chair McQueen called for a motion to approve the minutes of the May 26, 2021, meeting. Trustee Kohli moved approval. Trustee Considine seconded the motion. The motion carried unanimously by voice vote.

2. Oath of Office
Maria R. Schimer, M.P.H., J.D.

OATH

2.1. New Student Trustee

**OATH OF OFFICE TO
SANJAY K.A. JINKA**

The oath of office to Trustee Sanjay K.A. Jinka was administered by Attorney Schimer.

3. Executive Session

EXECUTIVE SESSION

Chair McQueen called for a motion to go into Executive Session for the purpose of discussing legal matters at 12:05 p.m. Trustee Beach moved approval. Trustee Kohli seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

At 12:55 p.m. Chair McQueen moved to reconvene the Board meeting. Trustee Kohli seconded the motion. Chair McQueen stated that during the Executive Session, legal matters were discussed, and no actions were taken.

4. Report of the President

John T. Langell, M.D., Ph.D., M.P.H., M.B.A., FACS

REPORT OF THE PRESIDENT

Dr. Langell began his report by noting the fall semester is off to a good start. Although the pandemic is not over, NEOMED is moving forward in a more normal fashion related to the COVID-19 pandemic. 96% of the campus is vaccinated. Students are close to 99% and faculty and staff are at 92.5%. Essentially the campus is safe. There are policies in place which have been amended as the need arises including a choice program for most of the campus. If not in an academic environment, individuals are not required to wear a mask. This has been incredibly effective and there has only been one positive case in the past several weeks. Every university in the state, except for one, will have a vaccine mandate and NEOMED will be no different. Starting next semester there will be a vaccine requirement. It's not likely to see a major difference in numbers when it comes to those vaccinated due to high vaccine rates already. It may increase by one percent, but it's more of a statement of unity with the other universities.

The University is 100% back to campus and back into the classrooms. Students are thrilled to be back, and the campus feels safe. We also had the white coat ceremonies for our Colleges of Medicine and Pharmacy during the summer.

Dr. Langell reemphasized the focus the University has regarding diversity on campus. The University is a state institution and NEOMED has created new initiatives to reflect where it wants to be especially in alignment with the state. The College of Medicine was able to achieve 30% underrepresented students for the class of 2025 and Dr. Young deserves great credit for this achievement.

Faculty morale has been low in recent years with regard to the survey. Big concerns being faculty development, compensation, and recognition. To address this, the University has implemented benchmark salaries. The University did move its College of Medicine faculty from the 20th percentile to the 40th percentile in terms of earnings. This no longer requires annual decisions on compensation but adjusts them to AAMC data. Moving forward a new plan will include the College of Pharmacy. A new faculty development program launched on Sept. 1, 2021. Both the College of Medicine and College of Pharmacy faculty seemed pleased with this program.

The University remains committed to creating leaders in healthcare. The new VITALS program has been a success. There have been several leaders who have presented and shared tools and insights and have also had an open dialogue with students. This program will enhance NEOMED's ability to become a transformational leader in higher education.

The American Medical Association shared previously people used to go into hospitals to die. However, this is not the case anymore and there is a need to change healthcare education to include: advocacy, population health, individual health while also addressing the welfare of physicians. NEOMED has decided to be a leader to address these issues by creating a new master's program which is a five-year physician pathway. Currently, there are 25% URM students in the program.

The Board previously approved the masters of anesthesiology, which is a high in demand job as there are hundreds of positions currently available in this field. The

University is on track to bring in its first class at the start of 2022. The program has already been approved by the Higher Learning Commission and Chancellor. The University's leadership believes there is great opportunity for this program to grow.

NEOMED kicked off the NEOvations Bench to Bedside program and shared a big thank you to Mr. Timken for his family's assistance. The program began in August with the focus on identifying medical needs while using technology to meet those needs. The University partnered across the region with other institutions including Kent State University, Cleveland State University, University of Akron, Youngstown State University and Hiram. While it was challenging during the pandemic given the virtual component, seven teams graduated while creating unique technologies. During this small pilot year there were four patents and a trademark filed. The University anticipate there will be growth and expansion with the program.

The clinic which was approved by the Board of Trustees has allowed the University to meet needs in the pandemic and is now fully operation. In fact, there is an expansion into community care. The Ohio State University is a new partner and have allowed NEOMED to use their state-of-the-art records system so that the University can focus on care delivery. The University is also in the process of identifying a new Chief Medical Officer.

NEOMED has continued to strengthen the partnership with Summa. Summa will have their grand opening on Sept. 11 with a brand new 20,000 square foot facility. This will be a place where students can participate in their clinical rotations. This will also be a close corridor for faculty and staff to receive care.

Dr. Langell continued and noted NEOMED has cemented a partnership with University Hospitals. He thanked Board of Trustees member Mr. Klonek for making those introductions with UH. Since the initial conversations, the CEO of UH has received a faculty appointment at NEOMED. Dr. Langell noted he has agreed to participate in emergency surgery service at UH at least one day a month and will also work with NEOMED students while onsite. The same type of partnership is being discussed with Summa. The University wants a substantial footprint in Cleveland, and is already headed in that direction.

There have been ongoing conversations regarding a dental school. While Case Western Reserve University has a dental school their mission is different. NEOMED has been asked to help meet work force demand and the legislature has awarded the University a million dollars in funding which will be available in July 2022. Dr. Langell noted a sustainable model is imperative and the new school is in the beginning stages.

NEOMED is looking to expand in the area of neurosciences. There are 11 well-funded faculty members in this area. The University is looking to expand what it is doing with master and doctoral students. UH has expressed interest in a partnership moving forward and the University is reviewing ways in which the funding model can be built.

Dr. Langell then recognized Mr. Paul Bishop who is the inaugural Trustee Emeritus at NEOMED. Dr. Langell and Chair McQueen then presented Mr. Bishop with a resolution of this appointment.

Mr. Bishop shared he is humbled and pleased with this position. He thanked the Board of Trustees and noted he is delighted to be back with the group.

Dr. Langell continued with a few announcements. He thanked Dr. Kohli for 18 years of service to the Board of Trustees and the University. This is Dr. Kohli's last meeting as a trustee. In addition, Dr. Langell thanked him for hosting the golf tournament at his private course. Dr. Langell then introduced Mr. Ward J. "Tim" Timken who was appointed to the NEOMED Board of Trustees by Governor DeWine.

Dr. Langell encouraged the Board of Trustees to attend several upcoming events. The Jay A. Gershen Celebration of Scholars event will take place on Oct. 4. The University would like to increase funds for the scholarship fund and Lindsey Loftus was working on ways to address this. The first three scholars will be recognized at the upcoming event in addition to an announcement regarding funds received.

Dr. Langell also discussed Casino night which will take place on Nov. 5. While there are many events which occur at the University, this is the one event that he believes will be incredibly fun. This will be a fundraiser for the Student-Run Free Clinic, which is also the top student run clinic in the state. The funds will be used to provide care to those underinsured or not insured. The theme is a Casino Royale and Board members will be asked to reach out to their networks.

Trustee Considine offered comments on the proposed dental school. He said the dental needs of children in the region in which we serve is number one. One of the big challenges hospitals have is recruiting dentists. He noted he has spoken with others in the community about a dental school and the response has been positive. Mr. Considine wants to be supportive of the team while also helping to raise money. Mr. Considine also congratulated Dr. Langell for moving this forward.

Dr. Kholi shared he is also supportive of the dental school. It is a wonderful idea and he knows of dentists in Youngstown who would both participate and contribute also offered to bring his luxury car to the Casino night.

Dr. Langell then introduced Mr. Burton, vice president for human resources and diversity.

Mr. Burton began by noting diversity is embedded within the strategic plan. NEOMED is focusing on the current diversity workforce and the future workforce in healthcare. There are 21 action plans within the strategic plans that address the diversity needs of the University.

**NORTHEAST OHIO
MEDICAL
UNIVERSITY
DIVERSITY UPDATE**

The first priority is to ensure the campus is inclusive to all. Every person at NEOMED brings something to the table that will enrich their experience at the University. It is important to note that the University should not discount a need for a diverse workforce and student population.

Some of the value propositions that are priorities are the academic impacts for all on campus. This is in alignment with the impact it has on healthcare, those who are served while also allowing the University to be in compliance with the accreditation bodies.

Mr. Burton thanked his diversity team for the work they do every day to diversify campus. The Presidents' Diversity and Equity Council has been charged with external views and help NEOMED with its diversity plans. The Council consists of significant leaders throughout the region and is chaired by Dr. Daisy Alford Smith.

The College of Medicine reported 30% of its incoming class being URM. The College of Graduate Studies also reported its total student population as being 31% URM. This increase in diversity is credited to the enrollment team, admissions committee, and the holistic approach to the admissions standards for our students. NEOMED also fosters the diversity of military service. As of today, there are currently 19 military students. These students will receive their medical education and will go on to serve in the military following graduation. Mr. McNair noted he appreciated the innovative way to include those in the military in the diversity conversation.

Dr. Yoleetah Ilodi hosted a picnic at her home in August for new URM students. It was chance to welcome them to NEOMED and thank them for choosing the University. The activity provided the opportunity for students, faculty and staff to become acquainted while also discussing diversity initiatives around campus.

The University has created Urban, Rural and Social justice health pathways for students. Goals are to provide lifelong learning and increase student success. NEOMED is preparing its students to serve diverse populations. As of now, there are 58 students who are enrolled in the three pathways, with 40% being URM students.

Next steps include retaining the URM students. The diversity retention efforts include: URM monthly forums, URM student representation on diversity council, URM physician mentors and access to URM mental health counselors to provide support.

The URM students have shared they want to participate in organizations. Mr. Burton listed the different organizations on campus that are specific to these students and how they cover a wide range of diversity aspects. As we all know, a lot of learning takes place outside of classroom. In addition, there is a diversity series called Embracing Diversity where numerous topics are covered.

Shifting the attention to faculty and staff diversity and inclusion, the University aspires to create a workforce that represents Ohio. To address this, NEOMED has centralized the recruiting and hiring process. This allows the University to increase its diverse pool and attract diverse candidates. Diversity must be on all search committees and the job posting needs to be welcoming to all. The University has started advertising on job posting boards that reach diverse groups.

The University has made some progress in hires this year as compared to prior years. NEOMED is moving in the right direction. As the University continues to grow its URM in faculty and staff, it is important to retain these individuals at a much higher rate. Resource groups have been created and the University continues to engage a Diversity Council. Moving forward, performance evaluation will include diversity initiatives and training will continue to be provided. In addition, diversity will be addressed in an individual's exit interview. Mr. Burton also highlighted recent hires in management.

Trustee Chesnes Sharlene said kudos to Mr. Burton and his team for their efforts. She asked if different events were planned for international students or those who may be accustomed to different foods other than what is offered. Mr. Burton said students are vocal and have opportunities to bring in those types of foods and Conference Services is receptive to ideas like this. Ms. Chesnes also asked if there are areas to worship? Mr. Burton confirmed there is a meditation room as well as a prayer room on campus.

Bill Considine inquired if there are good partnerships and mentorships with URM students and faculty. Mr. Burton said students want this opportunity and leadership is constantly creating opportunities for this to happen around campus.

Trustee Klouk said Mr. Burton has done a fantastic job. He also said that it is important to maintain standards while also hitting these data points in terms of diversity and representation on campus.

Trustee Considine noted the College of Pharmacy had realized a decrease in enrollment this year. Dr. Langell said it is down nationwide. Dr. Langell also said we also need to do a better job at sharing what opportunities are available with regard to pharmacy with the general public.

Dr. Langell thanked Mr. Burton for his presentation and welcomed Lacey Madison, chief strategy officer, to present on the strategic plan update.

Ms. Madison stated she has the great privilege in leading the strategic plan across the University. She started her presentation by reviewing the mission, vision, and values. She noted she was excited to share that across all the pillars that there have been many successes.

Focusing on the People Pillar, much has been achieved through great efforts related to diversity. The University is operating under the principal that this is our most valuable asset. NEOMED recently rolled out a robust plan for a rebranded office of enrichment and engagement. Regarding Lean Six Sigma, 43% of staff are certified Yellow Belts and another 4% are Green Belts. There are also efforts underway to enrich the overall experience while also addressing professional development opportunities for alumni.

Focusing on the Education Pillar, the student body is ever-changing and opportunities have been developed for our students to become leaders in healthcare. The exceptional student experience team has initiated a deep dive into the voice of customer analysis to assess critical to quality indicators, ultimately deconstructing and rebuilding the student experience. Aligned with our vision promoting a model of excellence the College of Medicine fully implemented their new systems-based curriculum.

Dr. Beach inquired what the student experience should be in terms of accreditation. Dr. Young responded by sharing the accrediting body does not explicitly define the student experience but defines it as the students perception of satisfaction based on the surveys they complete.

Ms. Madison continued by discussing the Discovery Pillar. In this pillar, team members are charged with improving healthcare, providing new models of care, and creating a strong strategy relative to innovation. To further opportunities for innovation, NEOMED hosted the first annual NEOvations Bench to Bedside competition showcasing student teams while also promoting innovation in medical technology. This work is creating a conduit for participants to bring solutions from conception to commercialization. Over 70 students participated.

The Service and Community Engagement pillar allows the University to continue building its presence as a community entity. An example includes acting as a site for COVID testing for Portage County and launching the student and alumni government relations council. These things and more continue to lend their focus to this important pillar.

Much work has been done and continues to be done related to the Growth Pillar. The University continues to explore new opportunities for expansion of reach and development of new areas to enhance the exceptional experience, serve the community, and add value to NEOMED's brand. The Master of Leadership and Health Systems Sciences program was launched this past quarter with 12 students enrolled. NEOMED has also created a University Enrollment Council who is charged with developing strategic enrollment models to inform and execute NEOMED's growth and enrollment strategies while considering revenue, retention, diversity, and market demand.

The Administrative and Academic Support Operations' pillar is charged with providing clear and transparent communication, fiscal responsibility and operating excellence. For fiscal responsibility, a zero-based budget was implemented and the University was able to refinance its bonds which will result in \$325,000 in savings per year for the next decade.

Dr. Langell thanked Ms. Madison for her report.

There being no further comments or questions, Chair McQueen thanked Dr. Langell, Mr. Burton and Ms. Madison for their reports.

**5. Report of the Institutional Advancement Committee
Sharlene Ramos Chesnes**

**REPORT OF THE
COMMITTEE CHAIR**

The report on Institutional Advancement was given at the committee meeting.

5.2. A Blue Fund update and comprehensive fundraising summary were provided at the Institutional Advancement Committee meeting.	BLUE FUND UPDATE AND COMPREHENSIVE FUNDRAISING SUMMARY
6. Report of the Academic and Scientific Affairs Committee Susan Tave Zelman, Ph.D.	REPORT OF THE COMMITTEE CHAIR
The report on Academic and Scientific Affairs was given at the committee meeting.	
6.2. The recommendation to approve academic personnel actions (R2021-26) was approved under consent agenda.	ACADEMIC PERSONNEL ACTIONS APPROVED (R2021-26)
6.3. The recommendation to approve nontenure-track faculty appointments (R2021-27) was approved under consent agenda.	NONTENURE-TRACK APPOINTMENTS APPROVED (R2021-27)
6.4. The recommendation to approve the revised faculty bylaws (R2021-28) was approved under consent agenda.	REVISED FACULTY BYLAWS, APPROVED (R2021-28)
6.5. Liaison Committee on Medical Education (LCME) Update	REPORT ON THE LIAISON COMMITTEE ON MEDICAL EDUCATION
Dr. Elisabeth Young presented an update of the Liaison Committee on Medical Education (LCME) process during the Academic and Scientific Affairs Committee meeting.	
6.6. Report on Research and Sponsored Programs	REPORT ON RESEARCH AND SPONSORED PROGRAMS
The report on research and sponsored programs was highlighted during the Academic and Scientific Affairs Committee meeting.	
7. Report of the Finance, Fiscal Policy, and Investment Committee Phillip L. Trueblood	REPORT OF THE COMMITTEE CHAIR
The report on Finance, Fiscal Policy and Investments was given at the committee meeting.	
7.2. The recommendation to approve hourly personnel actions (R2021-29) was approved under consent agenda.	HOURLY PERSONNEL ACTIONS APPROVED (R2021-29)
7.3. The recommendation to approve administrative personnel actions (R2021-30) was approved under consent agenda.	ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2021-30)
7.4. The report on revenue and expenditures, budget to actual comparison was given during the Finance, Fiscal Policy, and Investment Committee meeting.	REVENUE AND EXPENDITURE, BUDGET TO ACTUAL COMPARISON
7.5. The report on operating cash and endowment funds, investment was given during the Finance, Fiscal Policy, and Investment Committee meeting.	OPERATING CASH AND ENDOWMENT FUNDS, INVESTMENT REPORT

7.6. The Key Performance Indicators were not discussed during the Finance, Fiscal Policy, and Investment Committee meeting.	KEY PERFORMANCE INDICATORS
7.7. Contact information for the Auditor's was distributed to the Board of Trustee members.	AUDIT COMMUNICATION
Chair McQueen stated that all committee reports, and action items have been reviewed and called for a motion to approve a consent agenda items 6.2 through 7.3. This includes Resolutions 2021-26 through R2021-30. Trustee Kohli moved approval. Trustee McNair seconded the motion. No one opposed. The motion was carried unanimously by voice vote.	CONSENT AGENDA APPROVED (R2021-26 THROUGH R2021-30)
8. Report of the Nominating Committee Chander M. Kohli, M.D.	REPORT OF THE COMMITTEE CHAIR
8.1. The Nominating Committee met by zoom call on August 25, 2021. The members included Committee Chair Kohli, Trustee Klonk, Trustee Tave Zelman and President Langell. Board Secretary Michelle Mulhern, Maria Schimer, General Counsel and Clayton O'Neal, Administrative Specialist, were also in attendance.	
The Committee discussed the need for continuity on the Board. Chair Kohli stated that Trustee McQueen expressed an interest and willingness to serve another term as Board Chair.	
Chair Kohli also noted Trustee Trueblood has expressed an interest and willingness to serve as Vice Chair. During the call, the Committee approved the nomination of each individual for the respective roles.	
Committee Chair Kohli also noted that the Trustees may be nominated from the floor or self-nominate.	
9. Election of Officers	
On behalf of the Nominating Committee, Chair Kohli moved to nominate Richard B. McQueen as Chair. There were no other nominations. Trustee Klonk seconded the nomination. The motion carried unanimously by voice vote.	RICHARD B. MCQUEEN ELECTED CHAIR
On behalf of the Nominating Committee, Chair Kohli moved to nominate Phillip L. Trueblood as Vice Chair. There were no other nominations. Trustee McQueen seconded the nomination. The motion carried unanimously by voice vote.	PHILLIP L. TRUEBLOOD ELECTED VICE CHAIR
9.1. Attorney Schimer administered the Oath of Office to Chair Richard B. McQueen.	OATH OF OFFICE TO RICHARD B. MCQUEEN
9.2. Attorney Schimer administered the Oath of Office to Vice Chair Phillip L. Trueblood.	OATH OF OFFICE TO PHILLIP L. TRUEBLOOD
9.3. Chair McQueen moved approval of the administrative appointment of Secretary, NEOMED Board of Trustees, to Michelle M. Mulhern. Trustee Trueblood seconded the motion. The motion was approved unanimously by voice vote.	ADMINISTRATIVE APPOINTMENT OF SECRETARY, NEOMED BOARD OF TRUSTEES TO MICHELLE M. MULHERN
10. Old Business	OLD BUSINESS
11. New Business	NEW BUSINESS

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| 11.1. Recommendation to Endorse the Northeast Ohio Medical University Advisory Trustee Policy. | ADVISORY TRUSTEE POLICY, ENDORSED |
| 11.2. Recommendation to Endorse the Northeast Ohio Medical University Virtual Meeting Policy. | VIRTUAL MEETING POLICY, ENDORSED |
| 11.3. Recommendation to Approve revisions to the Northeast Ohio Medical University Board of Trustees bylaws (R2021-31). | REVISIONS TO BOARD OF TRUSTEES BYLAWS, APPROVED (R2021-31) |
| 11.4. Recommendation to Approve a Resolution of Appreciation to Chander M. Kohli, M.D. (R2021-32). | APPRECIATION TO CHANDER M. KOHLI, M.D., APPROVED (R2021-32) |
| 12. Adjournment

There being no further business, Chair McQueen called for a motion to adjourn the meeting at 4:47 p.m. Trustee Klonk moved the approval. Trustee McNair seconded the motion. No one opposed. The motion was carried unanimously by voice vote. | MOTION TO ADJOURN |

Respectfully submitted:

Michelle M. Mulhern
Secretary

Approved by:

Richard B. McQueen
Board Chair

For a fully executed version of the minutes, please contact the Board office at 330.325.6864.