



Northeast Ohio

MEDICAL UNIVERSITY

Board of Trustees

Northeast Ohio Medical University
Cook Alumni Hall
May 26, 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.
Chander M. Kohli, M.D.
AuBree R. LaForce, 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:

Daniel S. Blain, M.A., M.S.W.
Samantha A. Bliss
John M. Boltri, M.D., FAAFP
Andre L. Burton, J.D.
Andrea Coard
Janet S. Coon
Roderick L. Ingram Sr., M.B.A.
Richard J. Kasmer, Pharm.D., J.D.
Jacklyn E. Kovach, M.B.A.
Lacey A. Madison, M.B.A., M.Ed., LSSBB
Michelle M. Mulhern, M.P.A.
Maria R. Schimer, M.P.H., J.D.
Steven P. Schmidt, Ph.D.
Jared F. Slanina
Mary Taylor, M.Tax., CPA
Marilyn K. Ward
Elisabeth H. Young, M.D.

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 12:44 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 March 3, 2021, Meeting

**APPROVAL OF THE
MARCH 3, 2021
MINUTES**

Chair McQueen noted that all Trustees had received copies of the minutes from the full Board meeting on March 3, 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 March 3, 2021, meeting. Trustee Klonk moved approval. Trustee Kohli 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 Trustee

**OATH OF OFFICE TO
WILLIAM H.
CONSIDINE, M.H.S.A.**

The oath of office to Trustee William H. Considine was administered by Attorney Schimer.

**3. 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 saying he was very pleased to be able to share this information in person. One could not have imagined what this past year could have looked like. Throughout though there was continued support for the University's mission, educating students and conducting research. The team is a spectacular group of individuals who came together and worked through LCME issues, created multiple new high value programs in the College of Graduate Studies, a new health care practice was set up and there was a continued focus on growing new opportunities and leverage opportunities availed to us during the pandemic. In addition, the University's strategic plan process was conducted during this time, and the implementation process is underway.

Dr. Langell noted approximately 14 months ago a budget was being prepared in advance of the June Board of Trustees meeting when the pandemic hit. Changes were made to rapidly to allow the University to thrive in an unknown pandemic. The state informed NEOMED to expect significant cuts of almost \$900,000 for the last two months of the last fiscal year and an additional 20% cut for the current fiscal year. The test of time was monitored closely and with the return of funding from the state, it appears the University will be in a good financial standing at year's end which is a testimony to the people working at the University.

The new strategic plan was the key focus as the budget was prepared and is guiding everything we do. The budget process was heavily aligned with the administrative pillar. It is the foundational element that supports all the other pillars that are within the strategic plan. Two of the key items of this are Lean Six Sigma and zero-based budgeting. Lean Six Sigma was adopted approximately one year ago and is allowing the University to conduct business in a way that is more effective and efficient while utilizing resources and cutting out waste. Through these processes the University was able to reduce spending on non-necessary, non-essential and non-mission aligned areas which led a little more than \$3 million coming back to the University. At the same time, a Lean culture was created and approximately 42% of the employee population has received yellow belt training. 8% of the employee population has been green belt trained and it is predicted to reach 12% by the end of December. There have been 101 lean sigma projects which includes 70% in operational excellence, 18% for exceptional student experience and 12% in faculty and staff development.

Dr. Langell provided a five-year enrollment comparison update. He began by noting the College of Medicine realized 162 students for their first year and the College of Pharmacy has a target of 90 students. To date prior to this coming year our maximum enrollment has been 987 students. For the first time the University is projected to exceed 1,000 which will be a 6.3% increase from fiscal year 2021. Dr. Langell reminded the group that this is a time when contraction has been taking place at other institutions.

Dr. Langell provided an update on the zero-based budget process and gave tremendous credit to the finance team led by Mary Taylor, Jacklyn Kovach, and Marilyn Ward. Traditionally the University prepared incremental budgeting. Dr. Langell noted Mary Taylor would speak later on the proposed fiscal year 2022 budget which is tied to the strategic plan. The budget is about reinvesting in the mission and achieving staff success to support the mission. Dr. Langell continued by saying there have been long standing morale issues regarding compensation for faculty and staff. The proposed budget includes measures to solve these issues focusing on trying to keep up with the local economy and awarding those who are high achievers as well as adding a component to incentivize individuals to complete additional training, e.g., Lean Six Sigma. A consulting group reviewed how individuals are paid relative to the market and found that 10% of staff were underpaid or needed reclassification. A process was created correcting deficiencies while also allowing the University to stay ahead of the game so it can recruit, grow and maintain its quality staff.

Dr. Langell then discussed faculty compensation. A new faculty compensation plan was created which allows faculty to achieve a higher compensation more in-line with national peers and at the same time adding a performance element. This was completed through an opt-in process and the results of this new opt-in are reflected in the Budget. The University is committed to investing in growing outstanding people by adding elements to our budget for faculty and staff development.

Dr. Langell shared campus diversity and equity initiatives continue to be priorities for the University. Although we are not where we should be, NEOMED is pursuing changes to its policies and programs. There are several new programs and resources to support diversity on the campus including the creation of the President's Diversity and Equity Advisory Council. This council consists of a group of nine leaders from the community, some of whom are graduates. They have been charged to provide guidance on what is needed to do better as their view is critical. Council members understand their role is an advisory and not governance capacity. These individuals have given their time and meet frequently to give recommendations. One element was focused diversity of faculty and staff. Dr. Langell also shared the University has hired 18 new leaders - 80% were women and 40% were underrepresented minorities.

Dr. Langell then discussed new student admissions and diversity. He noted the College of Medicine's underrepresented minority (URM) admissions previously fell below the state's average of 17-18%. Currently, 50% of all offers presented by the college have been to URM students with 30% accepting the offer of admission. The College of Pharmacy is currently at a 15.8% acceptance rate. The College of Graduate Studies, although small, has the highest rate of URM acceptances which is at 66%. The colleges as well as Human Resources are implementing programs to ensure success with admissions and increasing the faculty and staff composition are identifying resources to support those students, faculty and staff members.

Dr. Langell then discussed COVID-19 operations at NEOMED. To assist the University with moving forward there has been a focus on a hybrid model of education which includes mask mandates, testing, and social distancing all in-line with the state's and CDC guidelines. A new University choice has been created where those who are fully vaccinated and provide proof are no longer required to follow masking and social distancing rules and will not be tested as part of the mandatory screening program the Governor has put into place. For those members of the community who are not vaccinated, they will be required to wear a facial mask, social distance and participate in testing. At this time, the University is over 50% vaccinated and most feel the campus is safe. Trustee Beach asked how frequently the testing is conducted. Dr. Langell advised test would occur once a week for those do not opt-in.

Dr. Langell then introduced Dr. Young, Vice President for Clinical Affairs and Dean, College of Medicine, and Dr. Boltri, Professor and Chair, Department of Family and Community Medicine.

Dr. Young began by thanking those who toured the second floor of the Medical Office Building which included the clinic. She then noted she and Dr. Boltri would provide a brief overview of what has occurred as well as future plans. The clinic opened on November 17, 2020, in the midst of COVID when students were not on campus and able to utilize the services provided.

She then highlighted the strategic vision. An integrated primary and mental health care delivery model which incorporates the quadruple aim is a priority as it optimizes the health and wellness of patients and communities. This model will also serve as a unique clinical skill learning lab for students which is very important.

Dr. Young then asked Dr. Boltri to provide more information about the quadruple aim. Dr. Boltri noted the Health Care Quadruple Aim is enhancing the patient experience, improving population health, reducing costs and improving the work life of health care providers.

**NORTHEAST OHIO
MEDICAL
UNIVERSITY
STUDENT HEALTH
SERVICES**

As Dr. Young previously mentioned, the clinic opened in November 2020 and the plan includes offering primary care services to employees and their dependents, community members in addition to students. Currently, students can participate either in person or virtually.

Dr. Boltri discussed the growth pillar of the University strategic plan which is designed to pursue new opportunities through expansion of its reach and development of new areas of expertise that support its mission. A goal is to harness diversity and to create transformational leaders. These endeavors will enhance the exceptional experience, diversity, leadership while developing people.

Dr. Boltri noted the development and creation of the clinic was financially supported through student fees, the NEOMED Foundation, the Akron Community Foundation, the Open Road Alliance and CARES ACT funds. He added the first physician, Dr. Massie-Story, was hired in August 2020, as a .5 FTE. A project plan was created in September 2020, equipment and supplies were ordered in October and the doors opened in November. Since then, Dr. Bond was hired and Ms. Fleck joined the team and will assist as the operational manager of the health center.

Dr. Boltri briefly summarized the patient care services data. As of April 2021, 78 students utilized the clinic with 20 virtual and 58 in-person. The staff were pleasantly surprised the students preferred an in-person visit to virtual appointments. Dr. Boltri further explained the types of visits which included allergies to anxiety and the majority of students were second-year medicine students although students from all three colleges utilized the clinic.

Dr. Boltri then discussed the future and next steps. He noted a lot of work is currently underway behind the scenes and conversations with a third-party partner to assist with implementing electronic scheduling, billing and prior authorization are occurring. It is the hope to implement an electronic health record system this summer. He concluded his report by thanking those in the room especially Drs. Langell Young.

Dr. Langell thanked Dr. Boltri and introduced Ms. Madison, chief strategy officer, to provide an update on the NEOMED strategic plan.

Ms. Madison began by noting the importance of advancing the mission of harnessing diversity, innovation, and collaboration while creating transformative leaders and improving health, through education, discovery, and service. Keeping transformation as the University's north star will allow NEOMED to be the model of excellence in innovative education, high impact research and position as health care leaders - leaders in those who graduate from NEOMED, those who contribute to that purpose, and NEOMED's position in the ecosystem. This occurs by having the core values at top of mind and through the lens of the four focus areas.

**NORTHEAST OHIO
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STRATEGIC PLAN**

Ms. Madison continued by recognizing that Lean Six Sigma as a major initiative and model of operational excellence. The principles have been applied to the first year of the strategic plan and tremendous progress has occurred through creating an infrastructure and framework for strategic initiatives to be proposed, prioritized, implemented and measured.

Ms. Madison then provided a summary of the first-year activities. She noted by utilizing the DMAIC framework and the methodic, systemic progress, through the define stage parameters were set to lay out the strategic plan. Through the collaborative and inclusive process of stakeholders, the six pillars and 42 strategic initiatives were clearly defined. Moving forward in the process, during the measure stage, 23 working groups were created, with the deliverables of 67 action plans formed to address the strategic initiatives, projected metrics and KPIs, and the project plan.

Ms. Madison shared once all the action plans were submitted, the analyze phase began which included a double prioritization process. The first pass prioritization

synthesized similar plans and applied a balanced scorecard approach evaluating the remaining 50+ plans by its alignment with driving the mission and growth, customer value, supporting financial indicators, and operational impact. The second pass included alignment with the zero-based budget process and what initiatives were called out specifically by each business unit as an opportunity to contribute to strategic growth. This dual alignment returned the second year's highest priorities strategic initiatives.

Ms. Madison reported the University is currently within the improve stage which is the implementation stage. Strategic teams have been created and these individuals are charged with moving the high priority initiatives forward, finalizing communications which includes sharing progress on goals with the many stakeholders. As a prelude, one can expect to see strategic updates on several mechanisms, including, but not limited to, a newsletter, email updates, The Pulse and an embedded dashboard within the University's website. In addition, work is underway with advancement to best align strategic and philanthropic opportunities. The University is also identifying ways to incorporate the strategic focus areas into performance evaluations where everyone is connected and working toward the strategic focus of the mission, vision, and values.

Ms. Madison briefly discussed the control phase where the University will execute the plan, monitor progress, institute a continuous quality improvement process and reassess and realign. Ms. Madison noted all of this requires a collaborative cross-functional approach and highlighted one strategic initiative, the Exceptional Student Experience. Essentially, providing students with an exceptional experience is woven into every pillar and includes providing opportunities for a diverse, equitable and inclusive environment. This initiative will be led by Dr. Sandra Emerick, senior executive director, Academic Affairs and Student Services.

A Trustee inquired how will NEOMED measure what is the desired outcome. Ms. Madison shared medical students want a robust curriculum and their experience to be diverse, challenging and of high value in an area that they are interested in, whether it is geographically or specialty, as well as having support services available. All these things, and many more, such as social and wellness will be part of this process to ensure the University understands what is needed. To do this, there will be several tools including benchmarking and a survey.

Trustee Beach asked who owns the success. Ms. Madison responded by noting there is a strategic planning lead team which includes members of the executive management team and several others. A reporting structure is currently underway with the lead of the strategic initiative overseeing the specific activities and actions. This process will ensure those that are leading the initiatives are empowered.

Ms. Madison continued by sharing more work needs to be done related to the exceptional experience and the exceptional student experience. This is not completed in a silo, but rather every aspect of NEOMED must reflect this opportunity. For example, faculty development must provide the right tools to enhance their experience, research opportunities must align, the University's partnerships need to provide high value, curriculum should offer a diverse interprofessional educational experience, and policies reviewed and streamlined to ensure the depth of the initiatives are recognized.

Dr. Langell thanked Ms. Madison for her report.

Finally, Dr. Langell recognized student Trustee, AuBree LaForce, M.D. for her service to the Board of Trustees. He noted she will begin her residency at Akron General Medical Center for Family Medicine.

There being no further comments or questions, Chair McQueen thanked Drs. Langell, Boltri, Young and Ms. Madison for their reports.

4. Executive Session

EXECUTIVE SESSION

Chair McQueen moved to go into Executive Session for the purpose of discussing legal matters at 1:52 p.m. Trustee Kohli seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

At 3:24 pm. Chair McQueen moved to reconvene the Board meeting. He stated that during the Executive Session, legal matters were discussed, and no actions were taken.

Chair McQueen moved that the Board approve an increase in compensation for the President in accordance with instructions given to General Counsel. Trustee Klonk seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

Chair McQueen asked General Counsel to draft an amendment for signature by the Board Chair and President.

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

COMMITTEE OF THE WHOLE

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 (R2021-15) was approved under consent agenda.

ACADEMIC PERSONNEL ACTIONS APPROVED (R2021-15)

- 6.3. The recommendation to approve nontenure-track faculty appointments (R2021-16) was approved under consent agenda.

NONTENURE-TRACK APPOINTMENTS APPROVED (R2021-16)

- 6.4. The recommendation to approve nontenure-track faculty reappointments (R2021-17) was approved under consent agenda.

NONTENURE-TRACK REAPPOINTMENTS APPROVED (R2021-17)

- 6.5. The recommendation to approve faculty improvement leave for Brett R. Schofield, Ph.D. (R2021-18) was approved under consent agenda.

FACULTY IMPROVEMENT LEAVE FOR BRETT R. SCHOFIELD, PH.D. APPROVED (R2021-18)

6.6. Liaison Committee on Medical Education (LCME) Update

REPORT ON THE LIAISON COMMITTEE ON MEDICAL

Dr. Elisabeth Young presented an update of the Liaison Committee on Medical

Education (LCME) process during the Academic and Scientific Affairs Committee meeting.	EDUCATION
6.7. 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 (R2021-19) was approved under consent agenda.	HOURLY PERSONNEL ACTIONS APPROVED (R2021-19)
7.3. The recommendation to approve administrative personnel actions (R2021-20) was approved under consent agenda.	ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2021-20)
7.4. The recommendation to approve Fiscal Year 2022 operating budget (R2021-21) was approved under consent agenda.	FISCAL YEAR 2022 OPERATING BUDGET APPROVED (R2021-21)
7.5. The recommendation to approve the authorization of capital leases, computer equipment lease agreement exceeding \$500,000 was approved under consent agenda (R2021-22).	AUTHORIZATION OF CAPITAL LEASES, COMPUTER EQUIPMENT LEASE AGREEMENT EXCEEDING \$500,000 APPROVED (R2021-22)
7.6. The recommendation to providing for the issuance of general receipts bonds of the Northeast Ohio Medical University, in one or more series, in an aggregate principal amount not exceeding \$23,500,000, to refund general receipts bonds issued in 2011; providing for the payment of the principal, interest and any premium on such general receipts bonds; securing such payment by a pledge of general receipts; and authorizing the execution and delivery of a supplemental trust agreement in connection with such general receipts bonds and any escrow agreement; and authorizing related matters was approved under consent agenda (R2021-23).	ISSUANCE OF GENERAL RECEIPT BONDS APPROVED (R2021-23)
7.7. 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
7.8. 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
7.9. The Key Performance Indicators were not discussed during the Finance, Fiscal Policy, and Investment Committee meeting.	KEY PERFORMANCE INDICATORS
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 7.6. This includes Resolutions 2021-15 through R2021-23. Trustee Considine moved	CONSENT AGENDA APPROVED (R2021-15 THROUGH R2021-

approval. Trustee McNair seconded the motion. No one opposed. The motion was carried unanimously by voice vote.

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8. Old Business

OLD BUSINESS

No old business was discussed.

9. New Business

NEW BUSINESS

- 9.1. Recommendation to Approve a resolution of appreciation to AuBree R. LaForce (R2021-24)

APPRECIATION TO AUBREE LAFORCE, M.D., APPROVED (R2021-24)

Trustee Chesnes moved approval of Resolution 2021-24 as presented. Trustee Zelman seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

- 9.2. Recommendation to approve the award of Emeritus Trustee to Paul R. Bishop, J.D. (R2021-25)

AWARD OF EMERITUS TRUSTEE TO PAUL R. BISHOP, J.D., APPROVED (R2021-25)

Trustee Beach moved approval of Resolution 2021-25 as presented. Trustee Trueblood seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

- 9.3. Presentation of President's Staff Excellence in Continuous Improvement Award to Sara M. Briechle

PRESIDENT'S STAFF EXCELLENCE IN CONTINUOUS IMPROVEMENT AWARD TO SARA M. BRIECHLE

Dr. Langell presented the President's Staff Excellence in Continuous Improvement Award to Sara M. Briechle, Senior Process Operator

- 9.4. Presentation of Presidential Excellence in Teaching Award – Rootstown-based Faculty to Julie M. Aultman, Ph.D.

PRESIDENTIAL EXCELLENCE IN TEACHING AWARD – ROOTSTOWN-BASED FACULTY TO JULIE M. AULTMAN, PH.D.

- 9.5. Presentation of Presidential Excellence in Teaching Award – Clinical Faculty to Mary E. Massie-Story, M.D.

PRESIDENTIAL EXCELLENCE IN TEACHING AWARD – CLINICAL FACULTY TO MARY E. MASSIE-STORY, M.D.

Dr. Langell presented the Presidential Excellence in Teaching Award – Clinical Faculty to Mary E. Massie-Story, M.D.

10. Executive Session (if needed)

EXECUTIVE SESSION

There was no need for an Executive Session

11. Adjournment

MOTION TO ADJOURN

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

Respectfully submitted:

Michelle M. Mulhern
Secretary

Approved by:

Richard B. McQueen
Board Chair