



## Board of Trustees

Northeast Ohio Medical University, Cook Alumni Hall  
September 9, 2020

### Trustees Present:

Paul R. Bishop, J.D., Chair  
Richard B. McQueen, Vice Chair  
E. Douglas Beach, Ph.D.  
Robert J. Klunk  
Chander M. Kohli, M.D.  
AuBree R. LaForce  
Darrell L. McNair, M.B.A.  
Joshua L. Tidd  
Phillip L. Trueblood  
Susan Tave Zelman, Ph.D. (via Zoom)  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

### Trustees Absent:

Sharlene Ramos Chesnes

### NEOMED Personnel Present:

Daniel S. Blain, M.A., M.S.W.  
Andre L. Burton, J.D.  
Samantha Hickey, M.A.  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Michelle M. Mulhern, M.P.A.  
Maria R. Schimer, M.P.H., J.D.  
Steven P. Schmidt, Ph.D.  
John J. Stilliana, M.A.  
Mary Taylor, M.Tax., CPA  
Elisabeth H. Young, M.D.

### Others Present:

Amy Stearns Acton, M.D., M.P.H.  
Rebecca Z. German, Ph.D.  
Richard T. Kellar, M.B.A.

#### 1. **Call to Order, Roll Call and Approval of the Minutes** **Paul R. Bishop, J.D., Chair**

#### **CALL TO ORDER AND ROLL CALL**

Chair Bishop called the meeting to order at 12:10 p.m. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

#### **Request for Recusal**

#### **REQUEST FOR RECUSAL**

Chair Bishop 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 June 3, 2020, Meeting**

#### **APPROVAL OF THE MARCH 11, 2020 MINUTES**

Chair Bishop noted that all Trustees had received copies of the minutes from the full Board meeting on June 3, 2020. He asked if there were any additions, deletions or corrections. There being none, Chair Bishop called for a motion to approve the minutes of the June 3, 2020, meeting. Trustee Zelman moved approval. Trustee Trueblood seconded the motion. The motion carried unanimously by voice vote.

#### 2. **Oath of Office**

#### **OATH OF OFFICE TO JOSHUA L. TIDD**

2.1. The oath of office to Student Trustee Joshua L. Tidd 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**

**STRATEGIC PLAN  
ENDORSED**

Dr. Langell noted that the University has been forced to change some of its activities due to the pandemic. This included the presentation of Honorary Degrees which usually occurs during the University's Commencement Ceremony.

Dr. Langell presented the first Honorary Degree to Dr. Amy Stearns Acton. He noted Dr. Acton has been an outstanding representative of Northeast Ohio Medical University, the State of Ohio and the nation with regard to her work in higher education, medical practice, public health, government and community service in addition to health care policy and advocacy.

Dr. Acton shared that she was very thankful to receive this honor. She noted that as a child she heard about the opportunity to become a doctor following high school and was intrigued by the community aspect of the B.S./M.D. program at NEOMED. The experience was very profound and assisted her with her path following graduation including her role as the Director of Health for the state of Ohio serving alongside Governor Mike DeWine.

Dr. Langell then presented an Honorary Degree to Mr. Richard Kellar. He shared Mr. Kellar has served with distinction as a role model, mentor, partner and friend to NEOMED's students, faculty and staff. He added that Mr. Kellar has made outstanding contributions as an advocate in community services areas of behavioral health, particularly in support of NEOMED's College of Medicine and Coordinating Centers of Excellence in its Department of Psychiatry. In addition, Dr. Langell thanked him for his military service.

Mr. Kellar offered his congratulations to Dr. Acton and thanked her for all she did for the state and beyond. He added that he is most appreciative for this honor and working with NEOMED as a partner.

Dr. Langell provided an update on many of the activities that occurred since the June Board meeting. He began by providing an update related to COVID. The colleges have created hybrid models while focusing on the needs of the students. Strict policies are in place and routine screenings have occurred. To date, the University has experienced minimal COVID-19 positive results which is a tribute to the measures the University has in place.

Despite the pandemic, NEOMED is thriving. The University has not encountered issues other state institutions have encountered related to COVID, i.e., student enrollment and issues related to room and board.

Dr. Langell provided information regarding enrollment and diversity within each of the colleges. Although the University is currently at 12.8% underrepresented minority (URM) students which is higher than it has been in the past, there is still work that needs to be done. The current enrollment at the University stands at 983 which is 25 more students than the previous year. The College of Medicine currently has 605 students which is an increase of 20 and includes 8.6% URM students. The College of Medicine is at 345 students which reflects an increase of five students and 16.5% URM students. The College of Graduate Studies has remained stable with 33 non-duplicative students and reflects this highest number of URM students which is 39.4%.

Dr. Langell noted that the University is building a clinical enterprise which

will serve both the internal and external communities. Although small initially, this integrated primary and behavioral health clinic will add much benefit to the University. In addition, there are plans to create an opioid addiction and substance abuse clinic and expand the SOAR Clinic to provide these much-needed services to members of the University's community.

NEOMED is also expanding the innovation program at NEOMED and the brand of the REDIzone by creating NEOvations which is the Bench-to-Bedside program. The University is also developing an innovation lab which will allow inventors and entrepreneurs opportunities to create medical solutions which can be taken to market. In addition, through a grant that he previously held at another institution, a portion of those funds have been transferred to NEOMED to create a National Science Foundation Innovation Corps program, a nationally recognized program, on the campus that will help faculty and student entrepreneurs share their technologies in the market which will have a real impact on patients.

The University is creating new leadership programs which has become a big focus. One of these programs is VITALS which is health care leadership in action. VITALS – Value, Innovation, Technology, Advocacy, Leadership and Service – is a platform that provides opportunities for leaders who are changing health care to share their voice in the community and allow a discourse to take place where we learn from each other.

Dr. Langell then provided a facility update and focused on the new building. This building, the Medical Office Building, which the Board members saw when entering campus, is close to completion. The University has received its certificate of occupancy. The Bio-Med Science Academy will be using the top two floors as well as a portion of the second floor. The second floor will also house the expansion of the Wasson Center, NEOvations which is a LLC of the University that is a unique pharmacy consulting practice, and the University's clinical enterprise. NEOMED has hired its first part-time clinical faculty member to help sustain the enterprise.

Dr. Langell shared the University has a renewed focus on diversity, equity and inclusion given the recent horrific events that have occurred throughout the nation. NEOMED realizes it should focus its efforts on mimic the state in which we live and serve. With this said, NEOMD should be at 17-18% URM minorities on campus which includes faculty and staff, but especially students. It is important to note that this 17-18% does not actually reflect our local communities. For example, Cleveland is 50% URM; Youngstown is at 50% URM; and Akron is at 30%. NEOMED needs to continue to identify ways in which it can increase the diverse student population. Currently the University is at 12.8% and strives for 18%. The University is working on increasing this number by working with our four partner institutions as well as through the leadership of James Barrett and his team in addition to Andre Burton, vice president for human resources and diversity.

Dr. Langell added that the University has also created the Modern Anatomical Sciences degree, a post baccalaureate program, and faculty were asked to focus on 30% URM students within the cohort. Dr. Langell was happy to announce they actually realized 80% URM students. In addition, he created a President's Diversity and Equity Advisory Council of external participants. These leaders will provide a unique perspective and provide suggestions to help the University make a difference. The urban health pathway program, created with Cleveland State University, has been given more structure and support and is now housed within the Department of Family and Community Medicine. Diversity scholarships have also been added to the University's portfolio.

Dr. Langell highlighted the amazing work completed by Dr. Sonja Harris-Haywood with regard to the urban health pathway program. Dr. Harris-Haywood will be providing an update on the wonderful work that was completed through the generosity of The Cleveland Foundation grant and, of course, the Board will be invited to participate. One of Dr. Harris-Haywood's colleagues from the program, Dr. Mary Massey-Story, has been hired to assist with NEOMED's urban pathway program. Following this change, Dr. Harris-Haywood will move into a more senior role within the College of Medicine.

Dr. Langell then presented the University's Strategic Plan. The University engaged Dr. Sally Kandel with Tomorrow's People to assist NEOMED with creating this plan. Seven surveys were conducted and there were more than 300 responses from both internal and external constituents, who provided guidance and insights. Also, there were 46 individuals involved with compiling the information which is now before the Board. The plan consists of five Pillars and one foundational element. This bold new plan includes uniform support throughout the University given the entire community participated.

The highlights of the plan consist of several aspects. The University's mission, vision and values have been revised and are as follows: Its mission: NEOMED harnesses diversity, innovation and collaboration to create transformative leaders and improve health through education, discovery and service. The vision: To be the model of excellence in innovative education and impactful research to create transformational health care leaders of tomorrow. The core values are incorporated in all that the University does and includes Leadership, Excellence, Advocacy, Diversity, Equity and Respect or LEADER.

Dr. Langell provided information on each of the Pillars which consist of People: Leading at all Levels; Education: Leading in Learning; Discovery: Leading with Inquiry; Service and Community Engagement: Leading with Others; and, Growth: Leading Future Opportunities. There is one additional component of the plan, the foundation element which is Administrative and Academic Support Operations: Leading through Continuous Process Improvement.

Following Dr. Langell's Strategic Plan presentation, Dr. Langell then asked Board Chair to both consider and endorse the NEOMED Strategic Plan as presented.

Trustee Kohli moved endorsement of the NEOMED Strategic Plan 2020 as presented. Trustee Tave Zelman seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

Trustee McNair inquired as to next steps. President Langell stated that by December a timeline will be established for the next three to five years. Metrics and tactics will be confirmed for the short-term and the longer-term initiatives will be shared with the Board during each of their upcoming quarterly meetings.

Dr. Langell also recognized the Marketing and Communication department for their assistance with the plan before the Board, their amazing work as well as their recent accolades and awards. Finally, Dr. Langell informed the Board of the recent promotion recognizing Roderick Ingram for his many contributions. Mr. Ingram has assumed the role of vice president for communications and chief marketing officer.

Dr. Langell then introduced Dr. Rebecca German, Professor of Anatomy and Neurobiology and a member of the University's Musculoskeletal Research Group. Dr. German joined NEOMED in 2013, from Johns

Hopkins University. She is well known and has an international reputation in the mechanisms of feeding in mammals. She is an authority on the evolution of swallowing in mammals, including baby pigs. In addition, her work has focused on the clinical implications of swallowing dysfunction in patients young and old.

Dr. German began her presentation entitled “Feeding and Airway Protection in Term and Preterm Infants: Normal Development or Pathophysiology.” Dr. German shared that it was an honor to present to the Board. She provided a brief history as to why she was here. She knew she wanted to be a scientist from a very young age. Through the years she found that she loves bio-mechanics and truly wants to make a difference in the world. As a result, what she has done is found a clinical component which will make that difference.

Dr. German is very interested in identifying how the brain controls development, specifically swallowing in term and preterm infants, which will also assist with finding ways to assist those who have suffered strokes or others who are undergoing rehabilitation for diseases such as Alzheimer’s Disease and ALS. To assist she works with baby pigs, preterm and term, which can then be measured longitudinally.

Dr. German noted she has a team of ten to twelve people who assist with collecting data. There are three distinctive behaviors that are recorded which include sucking, swallowing and breathing. The same nerves control these three behaviors. It is important to note that the coordination of these three behaviors though is a focus of their research.

The research conclusions identified by Dr. German and members of her team included that some functions in preterm infants are as rhythmic and coordinated as term infants; other functions have high variation in relative timing and there is coordination among functions within individual variations.

Dr. German stated that she is a better teacher because of her research, and she appreciates the opportunity to include medical students within her labs. Without their participation, her research would not be as successful as it is.

There being no questions, Chair Bishop thanked Dr. German for her informative presentation.

Chair Bishop then thanked the President for a very thorough and comprehensive report.

### **3.1. Executive Session**

### **EXECUTIVE SESSION**

Chair Bishop moved to go into Executive Session for the purpose of discussing legal matters at 1:22 p.m. Trustee McNair seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

At 2:13 p.m. Chair Bishop moved to reconvene the Board meeting. He stated that during the Executive Session, legal matters were discussed, and no actions were taken.

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

### **COMMITTEE OF THE WHOLE**

<p><b>4. Report of the Institutional Advancement Committee Sharlene Ramos Chesnes</b></p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p>The report on Institutional Advancement was given at the Committee meeting.</p>	
<p><b>4.2.</b> The comprehensive fundraising update was provided at the Institutional Advancement Committee meeting.</p>	<p><b>COMPREHENSIVE FUNDRAISING UPDATE</b></p>
<p>The update on the Blue Fund was given at the Institutional Advancement Committee meeting.</p>	<p><b>UPDATE ON THE BLUE FUND</b></p>
<p><b>4.3.</b> The marketing and communications summary of services was given at the Institutional Advancement Committee meeting.</p>	<p><b>UPDATE ON MARKETING AND COMMUNICATIONS</b></p>
<p><b>5 Report of the Academic and Scientific Affairs Committee Susan Tave Zelman, Ph.D.</b></p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p>The report on Academic and Scientific Affairs was given at the committee meeting.</p>	
<p><b>5.2</b> The recommendation to approve academic personnel actions (R2020-28) was approved under consent agenda.</p>	<p><b>ACADEMIC ACTIONS APPROVED (R2020-28)</b></p>
<p><b>5.3.</b> The recommendation to approve nontenure-track faculty appointments (R2020-29) was approved under consent agenda.</p>	<p><b>NONTENURE-TRACK APPOINTMENTS APPROVED (R2020-29)</b></p>
<p><b>5.4.</b> The recommendation to approve faculty improvement leave for Jianxin Bao, Ph.D. (R2020-30) was approved under consent agenda.</p>	<p><b>FACULTY IMPROVEMENT LEAVE APPROVED (R2020-30)</b></p>
<p><b>5.5</b> The recommendation to approve the Northeast Ohio Medical University Campus Completion Plan (R2020-31) was approved under consent agenda.</p>	<p><b>CAMPUS COMPLETION PLAN APPROVED (R2020-31)</b></p>
<p><b>5.6.</b> The recommendation to approve the Northeast Ohio Medical University Master of Science Degree in Anesthesia (R2020-32) was approved under consent agenda.</p>	<p><b>MASTER OF SCIENCE DEGREE IN ANESTHESIA APPROVED (R2020-32)</b></p>
<p><b>5.7.</b> The recommendation to approve the Northeast Ohio Medical University Master of Science Degree in Clinical Leadership in Health Care (R2020-33) was approved under consent agenda.</p>	<p><b>MASTER OF SCIENCE DEGREE IN CLINICAL LEADERSHIP IN HEALTH CARE APPROVED (R2020-33)</b></p>
<p><b>5.8. Liaison Committee on Medical Education (LCME) Update</b></p>	<p><b>REPORT ON THE LIAISON COMMITTEE ON MEDICAL EDUCATION</b></p>
<p>Dr. Elisabeth Young presented an update of the Liaison Committee on Medical Education (LCME) process during the Academic and Scientific Affairs Committee meeting.</p>	
<p><b>5.9. Report on the Northeast Ohio Medical University Master of Science Degree in Modern Anatomical Sciences</b></p>	<p><b>REPORT ON THE MASTER OF SCIENCE DEGREE IN MODERN ANATOMICAL SCIENCES</b></p>
<p>Dr. Steven Schmidt presented an update on the Master of Science Degree in Modern Anatomical Sciences during the Academic and Scientific Affairs Committee meeting.</p>	

<p><b>5.10. Report on Research and Sponsored Programs and Academic Programs</b></p>	<p><b>REPORT ON RESEARCH AND SPONSORED PROGRAMS</b></p>
<p>The report on research and sponsored programs was reviewed during the Academic and Scientific Affairs Committee meeting.</p>	
<p><b>6. Report of the Finance, Fiscal Policy and Investment Committee Phillip L. Trueblood</b></p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p>The report on Finance, Fiscal Policy and Investments was given at the committee meeting.</p>	
<p><b>6.2.</b> The recommendation to approve hourly personnel actions (R2020-34) was approved under consent agenda.</p>	<p><b>HOURLY PERSONNEL ACTIONS APPROVED (R2020-34)</b></p>
<p><b>6.3.</b> The recommendation to approve administrative personnel actions (R2020-35) was approved under consent agenda.</p>	<p><b>ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2020-35)</b></p>
<p><b>6.4.</b> The recommendation to approve the 2010 and 2011 bond restructuring and <b>6.5.</b> the issuance of the 2020 general receipts bonds (R2020-36-38) were <b>6.6.</b> approved under consent agenda.</p>	<p><b>GENERAL RECEIPTS BONDS APPROVED (R2020-36 – R2020-38)</b></p>
<p><b>6.7.</b> The recommendation to approve an employee health benefits program (R2020-39) was removed from the agenda.</p>	<p><b>EMPLOYEE HEALTH BENEFITS PROGRAM REMOVED FROM AGENDA (R2020-39)</b></p>
<p><b>6.8</b> The report on operating cash and endowment funds, investment report was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>	<p><b>REPORT ON OPERATING CASH AND ENDOWMENT FUNDS</b></p>
<p><b>6.9.</b> The report on budget to actual, June 30, 2020, was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>	<p><b>REPORT ON BUDGET TO ACTUAL</b></p>
<p><b>6.10.</b> An update on Conference Services was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>	<p><b>REPORT ON CONFERENCE SERVICES</b></p>
<p>The Key Performance Indicators were not discussed.</p>	<p><b>KEY PERFORMANCE INDICATORS</b></p>
<p>Chair Bishop stated that all committee reports had been reviewed and called for a motion to approve a consent agenda on agenda items 5.2. through 6.75. Trustee Beach moved approval. Trustee Klonek seconded the motion. No one opposed. The motion carried unanimously by voice vote.</p>	<p><b>CONSENT AGENDA APPROVED (R2020-28 THROUGH R2019-38)</b></p>
<p><b>7. Report of the Nominating Committee Paul R. Bishop, J.D., Committee Chair</b></p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p>Committee Chair Bishop noted the Nominating Committee met by conference call on August 25, 2020. The members included Committee Chair Bishop, Trustee McNair, Trustee Tave Zelman and President Langell. Board Secretary Michelle Mulhern was also on the call.</p>	
<p>Committee Chair Bishop reported the Committee discussed the need for continuity on the Board. Chair Bishop stated that Trustee McQueen expressed an interest and willingness to serve as Board Chair.</p>	
<p>Chair Bishop also noted Trustee Trueblood has expressed an interest and willingness to serve as Vice Chair. During the call, the Committee approved</p>	

the nomination of each individual for the respective roles.

Committee Chair Bishop also noted that the Trustees may be nominated from the floor or self-nominate.

**8. Election of Officers**

**INFORM**

On behalf of the Nominating Committee, Chair Bishop moved to nominate Richard B. McQueen as Chair. There were no other nominations. Trustee Klonek seconded the nomination. The motion carried unanimously by voice vote.

**RICHARD B. MCQUEEN  
ELECTED CHAIR**

On behalf of the Nominating Committee, Chair Bishop moved to nominate Phillip L. Trueblood as Vice Chair. There were no other nominations. Trustee Klonek seconded the nomination. The motion carried unanimously by voice vote.

**PHILLIP L. TRUEBLOOD  
ELECTED VICE CHAIR**

**8.1.** Attorney Schimer administered the Oath of Office to Chair Richard B. McQueen.

**OATH OF OFFICE TO  
RICHARD B. MCQUEEN**

**8.2.** Attorney Schimer administered the Oath of Office to Vice Chair Phillip L. Trueblood.

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

**8.3.** Chair Bishop moved approval of the administrative appointment of Secretary, NEOMED Board of Trustees, to Michelle M. Mulhern. Trustee McQueen seconded the motion. The motion was approved unanimously by voice vote.

**ADMINISTRATIVE  
APPOINTMENT OF  
SECRETARY, NEOMED  
BOARD OF TRUSTEES  
TO MICHELLE M.  
MULHERN**

**9. Old Business**

**OLD BUSINESS**

No old business was discussed.

**10. New Business**

**NEW BUSINESS**

**10.1.** President John Langell presented a resolution of appreciation to Paul R. Bishop, J.D. (R2020-40)

**RESOLUTION OF  
APPRECIATION TO PAUL  
R. BISHOP (R2020-40)**

Trustee McNair moved approval of Resolution 2020-40 as presented. Trustee Klonek seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

**11. Adjournment**

**MOTION TO ADJOURN**

There being no further business, Trustee McQueen moved to adjourn the meeting at 5:10 p.m. Trustee Trueblood seconded the motion. No one opposed. The motion was carried unanimously by voice vote.

Respectfully submitted:

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Michelle M. Mulhern  
Secretary

Approved by:

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Richard B. McQueen  
Board Chair