



Northeast Ohio

MEDICAL UNIVERSITY

Board of Trustees

Northeast Ohio Medical University
Signet Executive Board Room
March 16, 2023

Trustees Present:

Phillip L. Trueblood, Chair
E. Douglas Beach, Ph.D., Vice Chair
Paul R. Bishop, J.D. (Trustee Emeritus)
Sharlene Ramos Chesnes
William H. Considine, M.H.S.A.
Sanjay K.A. Jinka
Darrell L. McNair, M.B.A. (Remote)
Richard B. McQueen
Olivia L. Safady
Ward J. "Tim" Timken Jr., M.B.A.
Susan Tave Zelman, Ph.D.
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

NEOMED Personnel Present:

Julie M. Aultman, Ph.D.
M. Frank Beck, D.D.S.
Samantha A. Bliss
Andre L. Burton, J.D.
Jordon Cinderich
Janet Coon
Patrick J. Gallegos, Pharm.D.
Roderick L. Ingram Sr., M.B.A.
Richard J. Kasmer, Pharm.D., J.D.
Lindsey H. Loftus, M.Ed., M.A.
Lacey A. Madison, M.B.A., M.Ed., LSSBB
Heather McColloch
Eugene M. Mowad, M.D.
Michelle M. Mulhern, M.P.A.
Clayton R. O'Neal
Doreen K. Riley, M.S.
Maria R. Schimer, J.D., M.P.H.
Mary Taylor, M. Tax., CPA
Kristin Victoroff

Others Present:

Grant B. Guyuron, CFA

1. Call to Order, Roll Call and Approval of the Minutes
Phillip L. Trueblood, Chair

**CALL TO ORDER
AND ROLL CALL**

Chair Trueblood called the meeting to order. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

Request for Recusal

**REQUEST FOR
RECUSAL**

Chair Trueblood 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 December 1, 2022, Meeting

**APPROVAL OF THE
DECEMBER 1, 2022,
MINUTES**

Chair Trueblood noted that all Trustees had received copies of the minutes from the full Board meeting on December 1, 2022. He asked if there were any additions, deletions, or corrections. There being none, Chair Trueblood called for a motion to approve the minutes of the December 1, 2022, meeting. Trustee Timken moved approval. Trustee Beach seconded the motion. The motion carried unanimously by voice vote.

2. New Trustee

The Governor had not appointed a new trustee at the time of the Board Meeting.

Chair Trueblood called for a motion to go into Executive Session for the purpose of discussing legal matters. Trustee Trueblood moved approval. Trustee Beach seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

Chair Trueblood moved to reconvene the Board meeting. Trustee McQueen seconded the motion. Chair Trueblood stated that during the Executive Session, legal matters were discussed, to approve an amendment for an increase in compensation in accordance with instructions given to General Counsel. Chair Trueblood moved approval. Trustee McQueen seconded the motion. The motion passed unanimously.

Chair Trueblood explained as a follow-up to December's retreat, the format of the Board meetings changed based on the consensus of the Trustees. Trustees will now vote upon presented resolutions during each Committee meeting; the Committee Chairs will provide a summary of those meetings which include any actions that occurred during the full Board meeting; and the Trustees will vote on the resolutions brought forward for the consent agenda.

Chair Trueblood said this will allow the Board to utilize this time for more strategic discussions while maximizing effectiveness during these meetings.

Board Chair asked Committee Chair Tim Timken to provide a summary of the Finance, Fiscal Policy, and Investment Committee meeting.

Trustee Timken confirmed the minutes of the December 1, 2022, meeting were approved during the committee meeting, and added the meeting was productive. Several resolutions were approved, and Ms. Taylor, Vice President for Operations and Finance, provided information related to the Bitonte Atrium South Corridor Renovation Project which exceeded \$500,000.

The resolutions brought forward to the Committee for consideration were unanimously approved and asked they be included on the Consent Agenda.

Ms. Taylor also reviewed several other agenda items. The first was the Campus Expansion and Capital Report. NEOMED submitted a six-year capital planning report to the state during last year's biennial capital budget process and she provided background information regarding the projects noted.

Grant with Clearstead reviewed the University's investments. He shared what occurred with Silicon Valley Bank and Signature Bank will not have a meaningful impact on the University's portfolio. He also noted they anticipate volatility will continue and there may be new developments which will warrant communication. Clearstead will keep NEOMED informed of any new developments as well as provide their recommendations should action need to occur.

Ms. Taylor also reviewed the Asset Allocation Report and noted the assets are well within the target percentage ranges previously determined.

Finally, she shared that while there were changes within the Key Performance Indicators Report within the Board book, there were no updates related to finance, fiscal policy, and investments.

Chair Trueblood thanked Trustee Timken for his report and asked Committee Chair Douglas Beach to provide a summary of the Academic and Scientific Affairs Committee meeting.

On behalf of the Academic and Scientific Affairs Committee, Trustee Beach confirmed the minutes of the December 1, 2022, meeting were approved earlier today during the committee meeting.

The Academic and Scientific Affairs Committee reviewed and approved resolutions earlier today including the Colleges of Medicine, Pharmacy and Graduate Studies Class of 2023 graduates. There are a total of 278 degrees including 144 degrees within the College of Medicine; 87 degrees within the College of Pharmacy and 47 degrees within the College of Graduate Studies. The University Commencement takes place on May 6.

Dr. Richard Kasmer, Vice President for Academic Affairs and Dean, College of Pharmacy, brought forward several additional resolutions. These included academic personnel actions, nontenure-track faculty appointments and nontenure-track faculty promotions.

The Committee discussed a College of Pharmacy nontenure-track faculty promotion for Dr. Jessica Emshoff and the award of tenure with promotion to association professor for Dr. Jeffrey Mellot and Dr. Vahagn Ohanyan.

The committee approved tenure as professor of Anatomy and Neurobiology and Professor of Surgery, nontenure-track for Dr. Marc Basson, NEOMED's next College of Medicine Dean who will begin later this year.

Dr. Kasmer shared information related to academic freedom. He provided details regarding the process which included faculty leaders and University representatives, roles and responsibilities of faculty and administrators given this topic and what changes occurred within the faculty bylaws and appendices.

Also addressed were the recommendations to Approve the Award of Degree, Doctor of Science, Honoris Causa, to both Mr. Robert Klonk and Dr. Elisabeth Rosenthal. The Honorary Degree resolutions as well as all the resolutions brought forward to the Committee for consideration were unanimously approved and we ask they be included on the Consent Agenda.

Dr. Kasmer also shared the steps taken by university leadership related to the Commission on Dental Accreditation (CODA) application. Much work was completed in a short amount of time. The application was finalized and submitted in mid-February, CODA confirmed receipt of the application, and the steering committee has already reconvened to begin discussing next steps that will include the Chancellor's Commission on Graduate Studies and the Higher Learning Commission.

Finally, Dr. Kasmer provided brief highlights regarding Research and Sponsored Programs. The University continues to do well, and we look forward to hearing more from Dr. German during the June 8 Board meeting.

Chair Trueblood thanked Trustee Beach for his report and asked Committee Chair McNair to provide a summary of the Institutional Advancement Committee meeting.

On behalf of the Institutional Advancement Committee, Trustee McNair confirmed the minutes of the December 1, 2022, meeting were approved earlier today during the committee meeting.

Vice President Doreen Riley shared an informative presentation regarding development, advancement services and alumni engagement which included the Fiscal Year 2023 Advancement goals and team accomplishments year-to-date, assessment of the operation including strengths and weaknesses, followed by a complete reorganization of the current team, and making several strategic hires where needed. Advancement has launched several strategic operational projects to support goals and is becoming more compliant with best practice/benchmarks. The department is making significant progress on annual fundraising goals during reorganization and engaging or re-engaging donors for transformational gifts.

FY23 year-to-date has achieved 12.3 million in cash and pledges against a 6.24 million goal. This includes the Blue Fund which stands at 69 percent of goal or \$342,595 raised toward the \$500,000 goal by June 30th. As a reminder, the Blue Fund helps to fund the advancement operation and funds raised are unrestricted. Several areas which benefit from these funds include the White Coat ceremonies and white coats for students, the Student-Run Free Clinic, scholarships, and summer research fellows. The team is focused on making incremental increases each year in the Blue Fund and overall cash and pledges to secure 10 million annually by FY27.

Ms. Riley provided an update on Board Giving to NEOMED this year noting personal gifts and those NEOMED received because of Trustee outreach. She thanked each Trustee for their support this year in opening doors for her and the team as well as their personal philanthropic contributions.

In closing, Ms. Riley has a strategic plan in place to increase NEOMED's funding, and as Trustees, it is a priority to support her and her team any way possible.

Chair Trueblood thanked Trustee McNair for his report. As noted in the Committee summaries, all reports and action items have been reviewed and approved in their respective Committees from agenda topics 5.2 through 7.2 in the Board book. This includes Resolutions 2023-01 through 2023-15. Given these Resolutions were approved by the Committees a second is not required. Chair Trueblood asked if there were any items that required further discussion. There being none, a motion was moved to approve the Consent Agenda.

**4. Report of the President
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., FACS**

**REPORT OF THE
PRESIDENT**

President Langell acknowledged that this time of year is exciting as students get ready to celebrate important milestone events such as White Coat, Match Day, and Commencement. He noted that phase one in the College of Medicine and College of Pharmacy is outperforming in the state of Ohio with 98.6 percent match rate, which is outstanding.

Dr. Langell acknowledged leadership changes on the horizon at the University. He congratulated Michelle Mulhern who accepted a new position outside of the University for career growth. He thanked her for 17 years of dedication and service to NEOMED. Congratulations are also in order Dr. Julie Aultman, Ph.D., who is now the Dean, College of Graduate Studies.

Dr. Kasmer will retire in the coming months. Dr. Kasmer has been a resource for NEOMED and will be hard to replace. Dr. Forrest Faison III, M.D., Sc.D. (Hon) joins the University as Provost and Senior Vice President for Academic Affairs in April. We are the only University not to have a Provost; this is an interim position to make sure he is a good fit for NEOMED.

Finally, after a lengthy search for qualified candidates, Dr. Marc Basson, M.D., Ph.D., M.B.A., will join NEOMED as the Dean, College of Medicine.

Dr. Langell discussed NEOMED's brand survey results. The intent of the survey was to assess the perceptions of NEOMED's regional and national brand, NEOMED's name and assess opinions on areas for programming growth and desired campus resources and programs. The survey included 13 questions and yielded 467 responses. We learned NEOMED's brand is nowhere near what it should be, and we have some work to do. A discussion was held among the Trustees regarding the survey results and how NEOMED has come a long way in brand recognition. The consensus was that the University needs to continue to develop and market its success, innovation, and excellence.

Dr. Langell discussed the 135th General Assembly. Discussion was then spent on Ohio Senate Bill 83, called the Ohio Higher Education Enhancement Act.

Commencement is May 6 with a celebration dinner on Friday, May 5. Donald Malone, M.D., is this year's speaker; he is a great speaker and is an Alumni (Class of 1984).

Dr. Langell introduced Ms. Lacey Madison, M.B.A., M.Ed., L.S.S.B.B., Vice President for Strategy and Transformation, to give the report on Northeast Ohio Medical University's Strategic Plan.

**NORTHEAST OHIO
MEDICAL
UNIVERSITY
STRATEGIC PLAN**

Ms. Madison reported the University's strategic plan is making strong progress, tracking ahead of target with 53 percent progress reported on strategic initiatives at the midpoint of the plan. Progress is tracked and aggregated at each pillar, and we are trending forward. This overall number does not capture action plans that are scheduled to turn on in the upcoming quarters or years of the plan. Ms. Madison highlighted success from each pillar.

People Pillar - As a result of the strategic initiatives related to recruitment, retention, and growth, a University Enrollment Council was created to evaluate the impact of growth. This is a strategic group consisting of the deans, provost, finance, strategy, enrollment, and the President. Organizing in this manner for short, mid, and long-term strategic enrollment planning is a shift that maximizes a provost model to set enterprise-wide targets and identify contributions at each business unit level.

Kicking off a new mentoring program for our underrepresented minority students is developing a robust program that provides structure around engagement, assessment, outcomes, and continuous quality improvement.

Education Pillar - The Writing Center just celebrated its first birthday; in the first year, the Writing Center served 292 students, faculty, and staff with over 600 appointments.

The Exceptional Student Experience is also moving into the next phase of work setting up targeted working groups and action plans that are a direct deliverable from the Voice of Customer work led by Drs. McPherson and Diaz with representation from all colleges. This work enables baseline and year over year data to track progress on the constructs identified as critical to quality indicators for a student's perception of their experience at NEOMED.

An action plan was developed to focus on decreasing disability stigma and expanding NEOMED health professions student exposure, knowledge, comfort, and skills related to patients with disabilities through innovated training for our students working with simulated patient experiences in the Wasson Center as part of the experiential educational training.

Discovery Pillar - To address the strategic initiative, there has been a concerted effort to promote excellence in NEOMED's research enterprise. NEOMED has created a University Research Council to streamline the University's research strategy, promote multidisciplinary research programs, identify criteria of excellence, and monitor progress. Planning is underway for an annual symposium.

In addition, the University has had a 200 percent growth in student participation in research opportunity; the UH-NEOMED affiliation provides expanded opportunities for students and the global health program has expanded the availability of projects for students. In addition, NEOMED published the first edition of the Journal of Medical Sciences. The publication's first volume contains 11 original articles with the second volume expected at the end of this academic year.

Service and Community Engagement – Ms. Madison talked about the Student-Run Free Clinic and the Student Government Affairs Advocacy Council.

Growth Pillar - We have seen tremendous growth across multiple programs. Dr. Beck is going to share with you an update on the College of Dentistry.

NEOMED Health Care has created strategic partnerships with the drug court and area employers to be the preferred provider for opioid use treatment and pre-employment screening. Since inception, there have been upward trends in patient visits to our campus clinic with a 24 percent increase in visits over the last quarter with a breakeven projected in the next quarter.

Our Global Health program was approved by the Council on Graduate Studies process with a unanimous vote and our UH/NEOMED partnership is progressing on track.

Administrative and Academic Support Operations - Finally in pursuit of operational excellence, the master space planning group has completed an analysis of the academic space capacity and utilization and is currently analyzing administrative space. Campus projects that are nearing completion include the South Corridor renovation and the Innovation Design space.

To demonstrate commitment to investing in our people, the Employee Empowered Excellence program is offering training in Excel, project management, Qualtrics, data visualization with great response. The first round of professional development resulted in 22 percent of NEOMED workforce signing up for training.

Dr. Langell introduced Dr. Frank Beck, D.D.S., Interim Dean, to provide an update on the Bitonte College of Dentistry.

**BITONTE COLLEGE
OF DENTISTRY
UPDATE**

Dr. Beck thanked Dr. Kasmer for his outstanding work with the CODA application as well as everyone else involved in this exciting journey. Once the application is approved and the site visit is conducted, the goal is to have the first dentistry class in 2025. Dr. Beck said when assessing the need for a dental college at NEOMED, the goals and objectives are consistent with the Ohio Dental Association. The University is providing resources to advance the dental profession, improving dental team skills, increasing public and professional oral health through increased access to care and supporting, protecting, and advancing the interest of member dentists.

Renderings were shared with the Board for the dental clinic as well as a timetable and organizational chart for the College of Dentistry.

5. Old Business

OLD BUSINESS

No old business was discussed.

6. New Business

NEW BUSINESS

No new business was discussed.

7. Adjournment

**MOTION TO
ADJOURN**

There being no further business, Chair Trueblood reminded the Board of Trustees that the Commencement Ceremony will take place on Saturday, May 6 at E.J. Thomas Hall on the University of Akron campus. The next Board meeting is scheduled for Thursday, June 8, 2023, in the Signet Board Room.

Chair Trueblood called for a motion to adjourn the meeting. Trustee Timken moved the approval. Trustee Considine seconded the motion. No one opposed. The motion was carried unanimously by voice vote.

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