



# Northeast Ohio

MEDICAL UNIVERSITY

## Board of Trustees

Signet Executive Board Room

June 7, 2018

### Trustees Present:

Robert J. Klonk, Chair  
Daisy L. Alford-Smith, Ph.D.  
Carl A. Allamby  
Sharlene Ramos Chesnes  
James M. Guirguis  
Chander M. Kohli, M.D.  
Richard B. McQueen  
Phillip L. Trueblood  
Jay A. Gershen, D.D.S., Ph.D., Ex Officio

### Trustees Absent:

E. Douglas Beach, Ph.D.  
Paul R. Bishop, J.D., Vice Chair  
Joseph R. Halter Jr.

### NEOMED Personnel Present:

Daniel S. Blain, M.A., M.S.W.  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Margarita D. Kokinova, Ph.D.  
Deborah L. Loyet, M.S., M.A.  
Carolyn D. Lanier, M.P.A.  
Richard W. Lewis, M.S., M.A.  
Eugene M. Mowad, M.D.  
Michelle M. Mulhern, M.P.A.  
Logan Ritter  
Maria R. Schimer, M.P.H., J.D.  
Ruth M. Schlabach  
Steven P. Schmidt, Ph.D.  
Jonathan N. Wagner, M.B.A.  
John R. Wray, J.D.  
Min You, Ph.D.  
Joseph N. Zarconi, M.D.

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

**CALL TO ORDER AND  
ROLL CALL**

Chair Klonk called the meeting to order at 12:08 p.m.

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

**Request for Recusal**

**REQUEST FOR RECUSAL**

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

**1.1. Approval of the Minutes**

**MOTION TO APPROVE  
MINUTES (M2018-03)**

Chair Klonk noted that all Trustees had received copies of the minutes from the full Board meeting on March 7, 2018. He asked if there were any additions, deletions or corrections. There being none, Chair Klonk called for a motion to approve the minutes of the March 7, 2018, meeting. Trustee Chesnes moved approval. Trustee McQueen seconded the motion. The motion carried unanimously by voice vote.

**Executive Session**

**EXECUTIVE SESSION**

Trustee Chesnes moved to go into Executive Session to discuss compensation of an employee at 12:11 p.m. Trustee Kohli seconded the motion. Secretary Lewis called the roll and the motion passed unanimously.

At 1:05 p.m. Chair Klonk moved to reconvene the Board meeting. He stated that during the Executive Session, compensation of President Gershen was discussed and no decisions were made. Chair Klonk moved to approve a bonus in the amount of \$100,000 effective July 1, 2018. Trustee Alford-Smith seconded the motion. The motion carried unanimously by voice vote.

**COMPENSATION OF THE  
PRESIDENT APPROVED  
(M2018-04)**

Board Chair Klonk also acknowledged the outstanding work of the entire Leadership Team and thanked them for their commitment to the University.

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

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

**REPORT OF THE  
PRESIDENT**

President Gershen congratulated Dr. Elisabeth Young for being awarded the 2018 Athena Award in the Mahoning Valley. Criteria for the award includes the acknowledgement of professional accomplishments, devotion to the community, and efforts towards creating opportunities for others.

President Gershen commended Executive Chef Xavier Smith for receiving top honors at the 10<sup>th</sup> Annual Vegan Iron Chef competition in Akron.

President Gershen also congratulated Chander and Karen Kohli for being awarded the Youngstown State University Friend of the University Award, which is the University's greatest honor.

The University's Ignite magazine was also recognized as the winner of second place for Best Trade Publication in Ohio.

**NEOMED-CSU Partnership for Urban Health Update**

Eugene M. Mowad, M.D.  
Senior Associate Dean of Academic Affairs

President Gershen reflected on challenges related to the admission of students and how the NEOMED-CSU program is operating. He noted that since last year, the University has undergone two separate consultations to address the admissions process, holistic admissions, and the functionality of the NEOMED-CSU relationship. He then invited Dr. Mowad to provide an update.

Dr. Mowad shared that Dr. Douglas Moses has accepted the permanent position of Assistant Dean of Admissions. He indicated that the goal of the consultations previously mentioned was to provide a holistic review of admissions with specific attention to continuous quality improvement.

Recommendations that arose from the AAMC workshop on Holistic Admissions include: develop guiding principles for admission that are aligned with the University's mission and goals, including diversity; integrate best practices for diversity, equality, and inclusion throughout the admissions process; communicate the University's mission and diversity goals widely; reform admissions pathways to ensure alignment with the University's mission; and, expand the use of data to create selection criteria that are predictive of student success.

Dr. Mowad also shared that Dr. Moses has worked to undertake a complete review of the admissions process. One change is that the MCAT subtest results will be eliminated as they have not proven effective in predicting student success. MCAT sub scores acknowledge cultural bias and efforts are being made to minimize these biases against disadvantaged individuals, first-generation college students, and under-represented minorities. The overall MCAT score is a better predictor of student success.

Board Chair Klonek commended those involved for the positive changes taking place and inquired about whether interviews will remain part of the admissions process. Dr. Mowad shared that interviews will remain part of the standard process for all pathways.

Dr. Mowad also elaborated on the holistic admissions by sharing that the process will become more integrated and unified, with the holistic aspect being applied throughout the entire process.

Trustee Allamby asked if the total MCAT score required for admission will change and Dr. Mowad shared that the score will now be a total of 502 +/- standard deviation.

Trustee Alford-Smith asked for a review on what items were indicators of success. Dr. Mowad shared that undergraduate GPA, organic chemistry grades, and MCAT scores are good predictors. The new rubric adds factors such as socioeconomic status, minority status, rural upbringing, and other factors. These will be weighted along with the traditional scores previously discussed.

Board Chair Klonek suggested that the topic be reviewed at the next Board meeting on September 13, 2018.

President Gershen thanked Dr. Mowad for his report and proceeded to review the NEOMED-CSU Partnership for Urban Health Assessment Final Report. The consultants recommended increased efforts toward: student recruitment, preparation and success; organizational structure and management of the Partnership; and, programmatic resources and sustainability.

President Gershen shared that a group of three representatives from each university will be charged to address ways to increase student success, advising of students, mentoring, and faculty outreach. This group will also be asked to review organizational structure and management of the Partnership.

### **Health Affairs Update**

Joseph N. Zarconi, M.D., FACP.  
Senior Associate Dean, Health Affairs  
Professor and Chair, Internal Medicine

President Gershen introduced Dr. Zarconi to provide an update on Health Affairs and Preferred Partnerships.

Dr. Zarconi shared that common concern amongst the hospitals is related to the recruitment and retention of the healthcare workforce, building a diverse workforce, competition from larger nearby markets, and telehealth and telemedicine advances in the future. He indicated that clinical faculty have been devalued and the University has a key opportunity to solve this issue by becoming a workforce partner.

Dr. Zarconi discussed the possibility of establishing a 3+3 M.D. program, which would include completion of medical school in three years followed by a three-year residency at a designated hospital. This program would focus on family medicine and tuition could potentially be provided in exchange for a commitment from students to practice within the community.

Dr. Zarconi reviewed the conversations that have taken place with Summa Health System. The University has engaged ECG Management Consultants to assist with conversations regarding a foundational partnership and the drafting of a potential agreement. Each institution's legal team is reviewing the draft agreement.

Dr. Gershen thanked Dr. Zarconi for the update and reiterated the need to communicate well with the other 19 hospital partners who have not participated in Preferred Partnership discussions.

Dr. Schmidt shared that he has been working with Akron Children's Hospital to discuss translational research programs for M.D./Ph.D. researchers. This would provide framework for a more intentional research partnership with the clinical partners.

Dr. Kasmer said that the College of Pharmacy can offer services related to Preferred Partnerships. Pharmacy Innovations performed a drug study analysis that resulted in \$100,000 in savings to the University. This service could potentially be shared with the hospital partners.

Dr. Zarconi also stated that reengineering of the pipeline strategies may assist in educating the community about upcoming changes and increasing engagement and interest in applying to the University with the intent of practicing Family Medicine and serving the Northeast Ohio community.

#### **NEOMED Strategic Plan** Strategic Plan Steering Committee.

Dr. Kokinova reviewed the four overarching goals of the Strategic Plan. Two strategic planning forums have been held after the Leadership Team was asked to rank the 16 strategic initiatives by identifying the five highest short-term priorities and the five highest long-term priorities. Seven priorities have been identified for the next 12-18 months.

Current projects include: College of Medicine admission revisions, curricular revisions prompted by State mandate regarding semester-based academic calendars, increasing diversity, new graduate degree program approval, a Shared Services agreement with Kent State University, and the Course Completion Plan report to the Chancellor.

Ms. Deborah Loyet explained that the Course Completion Plan relates to the Strategic Plan because it concerns affordability, accessibility, retention and progression. The Plan is also included for approval during the Academic and Scientific Affairs Committee Meeting.

President Gershen thanked the Strategic Plan Steering Committee and reminded the Board that an updated will be provided quarterly.

Chair Klunk stated that all committee reports had been reviewed and called for a motion to approve a consent agenda on agenda items 4.2. through 5.6. Trustee Kohli moved approval. Trustee Trueblood seconded the motion. No one opposed. The motion carried unanimously by voice vote.

**CONSENT AGENDA  
APPROVED (R2018-17  
THROUGH R2018-26)**

<p><b>3. Report of the Institutional Advancement Committee Joseph R. Halter Jr.</b></p> <p>The report on institutional advancement was given at the committee meeting.</p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p><b>3.2.</b> The comprehensive fundraising update was given at the Institutional Advancement Committee meeting.</p> <p>The update on the Blue Fund was given at the Institutional Advancement Committee meeting.</p> <p>The update on the <b>Shine On</b> Campaign was provided during the Institutional Advancement Committee meeting.</p> <p>The <b>Shine On</b> Gala was discussed during the Institutional Advancement Committee meeting.</p>	<p><b>COMPREHENSIVE FUNDRAISING UPDATE</b></p>
<p><b>4. Report of the Academic and Scientific Affairs Committee Daisy L. Alford Smith, Ph.D.</b></p> <p>The report on academic and scientific affairs was given at the committee meeting.</p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p><b>4.2.</b> The recommendation to approve academic personnel actions (R2018-17) was approved under consent agenda.</p>	<p><b>ACADEMIC ACTIONS APPROVED (R2018-17)</b></p>
<p><b>4.3.</b> The recommendation to approve nontenure-track faculty appointments (R2018-18) was approved under consent agenda.</p>	<p><b>NONTENURE-TRACK APPOINTMENTS APPROVED (R2018-18)</b></p>
<p><b>4.4.</b> The recommendation to approve nontenure-track faculty reappointments (R2018-19) was approved under consent agenda.</p>	<p><b>NONTENURE-TRACK REAPPOINTMENTS APPROVED (R2018-19)</b></p>
<p><b>4.5.</b> The recommendation to approve the faculty tenure and commercialization pathway (R2018-20) was approved under consent agenda.</p>	<p><b>FACULTY TENURE AND COMMERCIALIZATION PATHWAY APPROVED (R2018-20)</b></p>
<p><b>4.6.</b> The recommendation to approve the course completion agenda (R2018-21) was approved under consent agenda.</p>	<p><b>COURSE COMPLETION AGENDA APPROVED (R2018-21)</b></p>
<p><b>4.7. Report on Research and Sponsored Programs and Academic Programs</b></p> <p>The report on research and sponsored programs was reviewed during the Academic and Scientific Affairs Committee meeting.</p>	<p><b>REPORT ON RESEARCH AND SPONSORED PROGRAMS</b></p>
<p><b>5. Report of the Finance, Fiscal Policy and Investment Committee Sharlene Ramos Chesnes</b></p> <p>The report on finance, fiscal policy and investments was given at the committee meeting.</p>	<p><b>REPORT OF THE COMMITTEE CHAIR</b></p>
<p><b>5.2.</b> The recommendation to approve classified personnel actions (R2018-22) was approved under consent agenda.</p>	<p><b>CLASSIFIED PERSONNEL ACTIONS APPROVED (R2018-22)</b></p>
<p><b>5.3.</b> The recommendation to approve administrative personnel actions (R2018-23) was approved under consent agenda.</p>	<p><b>ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2018-23)</b></p>

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| <p>5.4. The recommendation to approve the fiscal year 2019 operating budget (R2018-24) was approved under consent agenda.</p>  | <p><b>OPERATING BUDGET<br/>APPROVED (R2018-24)</b></p>                                     |
| <p>5.5. The recommendation to approve capital equipment purchases, improvement and expenditures to upgrade the information technology system, disaster recovery and business continuity capabilities exceeding \$500,000 (R2018-25) was approved under consent agenda.</p> | <p><b>CAPITAL EQUIPMENT<br/>PURCHASES AND<br/>EXPENDITURES<br/>APPROVED (R2018-25)</b></p> |
| <p>5.6. The recommendation to approve capital replacement and upgrades to the campus utility heating, ventilating, and air handling system exceeding \$500,000 (R2018-26) was approved under consent agenda.</p>   | <p><b>CAPITAL REPLACEMENT<br/>AND UPGRADES<br/>APPROVED (R2018-26)</b></p>                 |
| <p>5.7. The report on revenue and expenditures and budget to actual comparison was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>   | <p><b>REPORT ON<br/>EXPENDITURES/BUDGET</b></p>  |
| <p>5.8. The report on operating cash, endowment funds and investment report was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>  | <p><b>REPORT ON<br/>INVESTMENTS</b></p>  |
| <p>The Key Performance Indicators were not discussed.</p>  | <p><b>KEY PERFORMANCE<br/>INDICATORS</b></p>   |
| <p><b>6. Old Business</b></p> <p>No old business was discussed.</p>  | <p><b>OLD BUSINESS</b></p>   |
| <p><b>7. New Business</b></p>  | <p><b>NEW BUSINESS</b></p>   |
| <p>7.1. Secretary Lewis presented a resolution of appreciation to James M. Guirguis.</p> <p>Trustee Kohli moved approval of Resolution 2018-27 as presented. Trustee McQueen seconded the motion. No one opposed. The motion was approved unanimously by voice vote.</p>   | <p><b>RESOLUTION OF<br/>APPRECIATION FOR<br/>JAMES M. GUIRGUIS<br/>(R2018-27)</b></p>      |
| <p><b>Adjournment</b></p> <p>There being no further business, Trustee Kohli moved to adjourn the meeting at 4:17 p.m. Trustee Trueblood seconded the motion. No one opposed. The motion was carried unanimously by voice vote.</p>   | <p><b>MOTION TO ADJOURN<br/>(M2018-05)</b></p>   |

Respectfully submitted:

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Richard W. Lewis  
Secretary

Approved by:

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Robert J. Klunk  
Board Chair