



# Northeast Ohio

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## MEDICAL UNIVERSITY

### Board of Trustees

Northeast Ohio Medical University  
Signet Executive Board Room  
September 15, 2022

#### Trustees Present:

Richard B. McQueen, Chair  
Phillip L. Trueblood, Vice Chair  
E. Douglas Beach, Ph.D.  
Paul R. Bishop, J.D. (Trustee Emeritus)  
Sharlene Ramos Chesnes  
William H. Considine, M.H.S.A.  
Robert J. Klonk  
Darrell L. McNair, M.B.A.  
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

#### Trustees Absent:

Sanjay K.A. Jinka

#### NEOMED Personnel Present:

Julie M. Aultman, Ph.D.  
Samantha A. Bliss  
Andre L. Burton, J.D.  
Patrick J. Gallegos, Pharm.D.  
Rebecca Z. German, Ph.D.  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Lindsey H. Loftus, M.Ed., M.A.  
Heather L. McColloch  
Lacey A. Madison, M.B.A., M.Ed., LSSBB  
Nancy M. Mikos  
Eugene M. Mowad, M.D.  
Michelle M. Mulhern, M.P.A.  
Clayton R. O'Neal, M.S.  
Doreen K. Riley, M.S.  
Maria R. Schimer, M.P.H., J.D.  
John J. Stilliana, M.A.  
Mary Taylor, M. Tax., CPA

#### Others Present:

Grant B. Guyuron, CFA  
Deborah A. Okey, J.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 11:56 a.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 June 9, 2022, Meeting**

**APPROVAL OF THE  
JUNE 9, 2022  
MINUTES**

Chair McQueen noted that all Trustees had received copies of the minutes from the full Board meeting on June 9, 2022. 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 June 9, 2022, meeting. Trustee Trueblood moved approval. Trustee Klonk seconded the motion. The motion carried unanimously by voice vote.

**2. Oath of Office**

**OATH**

Maria R. Schimer, M.P.H., J.D.

## 2.1. New Trustee

**OATH OF OFFICE TO  
NEW TRUSTEE  
OLIVIA L. SAFADY**

The oath of office to new Student Trustee Olivia L. Safady was administered by Attorney Schimer. Chair McQueen welcomed Trustee Safady and asked her to share a few comments about herself. Ms. Safady said she was born and raised in Cleveland. She is a College of Medicine student enrolled in the Family Medicine pathway. On a personal level, she loves to attend Broadway shows at Playhouse Square and looks forward to being a part of the Board at NEOMED.

## 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 by congratulating Board member Susan Tave Zelman on her recent her book on education called “The Buying and Selling of American Education,” whose focus is on reimagining a system of schools for all children and is currently available for preorder on Amazon.

Dr. Langell also noted the conclusion of Mr. Klunk’s term as a Board member. He shared Trustee Klunk has been an instrumental member of the Board for nine years. Dr. Langell thanked Mr. Klunk for his dedication and commitment in his role as a Trustee.

Dr. Langell shared NEOMED is off to a great start in fiscal year 2023 with more than 1,000 students enrolled. With regard to diversity, the University is at 19 percent, which is incredible. He also noted that the incoming College of Medicine class reflects 25.3 percent diversity. Diversity, equity and inclusion remain a priority for the University and it is anticipated that NEOMED will continue to see the number of diverse students increase.

The President noted Dr. Kasmer will provide an update on the Higher Learning Commission visit during the committee meeting. The site visit was a high stakes event for the University. The team did an amazing job although the University will not know the full results until after HLC’s next board meeting. Dr. Langell thanked members of the steering committee for their 17 months of hard work compiling the report and appendices. He noted a special thanks to Dr. Kasmer, Deborah Loyet, Samantha Bliss, and Jordan Cinderich who were the eyes and ears during the visit. Dr. Langell also thanked the Trustees who met with the site visitors earlier that week.

Dr. Langell shared the University enlisted the services of WittKieffer for the Dean of Medicine (DOM) position. He noted the search for the Vice President for Research will be completed in-house. The DOM search committee received approximately twenty applicants with eleven being highly recommended given their impeccable qualifications. This is a testament how positive the University is perceived.

Dr. Langell recognized Ms. Mary Taylor for her amazing job with the zero-based budgeting process. The University is in a much better financial position than it was three years ago. Moody’s upgraded the University’s rating which was due to the hard work of Ms. Taylor and her team.

Dr. Langell noted Transformational Leaders Day is November 10. Ms. Madison is driving this effort with her strategic team. He then introduced Ms. Lacey A. 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  
STRATEGIC PLAN  
UPDATE**

Ms. Madison said she has a great story to tell. There are four key areas to discuss: the Impact Report FY22, the Pillar and Action Plan Progress, the Exceptional Student Experience and University Enrollment Council.

The Impact Report highlighted the initiatives and action plans as well as key metrics or data outcomes from each pillar. The People Pillar highlights the University’s underrepresented minority (URM) recruitment strategy success in the College of Medicine. The Education Pillar shares the success of the Master of Leadership in

Health Systems Science program, the Lean Six Sigma program, and the successful pathway into the College of Medicine. The Discovery Pillar features the Journal of Medical Sciences as a successful collaboration between the University's faculty, students, staff, affiliates, and the Strategic Initiative Funding process to create an interprofessional journal for the publication of research. The Service Pillar highlights the Student-Run Free Clinic and its success and impact within the community. The Growth Pillar shares the expansion of NEOMED Health Care to offer the community primary care services and an expansion into substance use disorder treatment. The Operations Pillar emphasizes employee empowerment to impact NEOMED operations through the implementation of Lean Six Sigma principles to improve processes and reduce waste.

Overall, progress on the strategic plan is tracking above the goal at 35 percent. This is measured through Envisio and is a function of progress reported by action plan owners and team leads, the time parameters assigned to the plans, and deliverables defined. It demonstrates the forward progression across all the pillars and the associated plans. Ms. Madison noted there is fluctuation in the pillar progress because the University actively adds, completes, and modifies the action plans accordingly as work moves forward.

Ms. Madison indicated a road map of high priority strategic projects and said Exceptional Student Experience (ESE) and University Enrollment Council (UEC) will wrap up this quarter and both are critical to the success of the strategic plan.

Ms. Madison went on to discuss the next pillar, Exceptional Student Experience (ESE), which is the highest priority given the need to better understand NEOMED's students. The University took part in a yearlong voice of customer analysis to learn more about the constructs that determine a student's perception of their experience at NEOMED. NEOMED now knows there are five major components that collectively tell the story, and in the upcoming year, the University will take action to address those areas for improvement: student satisfaction, quality outcomes, loyalty, value, and transformational leadership. There are action plans with comprehensive strategies and metrics over the remainder of the plan to implement the changes required to achieve improvement within the five constructs.

The ESE project has realized several innovative approaches and shifts with how NEOMED approaches strategic growth. Examples include using the Voice of Customer to inform decision-making, using the Net Promoter Score in a higher education environment to assess student loyalty, collecting institution-wide data where the University had previously only focused on college-specific data collection, transparency of data by sharing results of the ESE data with the student customers, and reducing institutional silos by creating cross-college teams to analyze how the curriculum, climate and services can be improved across the institution to improve the students' experience.

Ms. Madison closed with enrollment strategies for College of Medicine, College of Pharmacy and College of Graduate Studies.

With no questions or comments, Dr. Langell stated that concluded the President's report. Chair McQueen thanked Dr. Langell and Ms. Madison for their reports.

#### **4. Executive Session**

#### **EXECUTIVE SESSION**

Chair McQueen called for an Executive Session for the purpose of discussing legal matters at 12:31 p.m. Trustee Beach moved the motion while Trustee Trueblood seconded. Secretary Mulhern called the roll and the motion passed unanimously.

At 1:16 p.m. Chair McQueen moved to reconvene the Board and Trustee Timken seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

Chair McQueen confirmed no action was taken and asked General Counsel to draft an amendment for signature by the Board Chair and President.

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| <b>5. Report of the Institutional Advancement Committee<br/>Darrell L. McNair, M.B.A.</b>  | <b>REPORT OF THE<br/>COMMITTEE CHAIR</b>   |
| <b>5.3.</b> The report on Institutional Advancement was given at the committee meeting. A Blue Fund update and comprehensive fundraising summary were provided at the Institutional Advancement Committee meeting. | <b>UPDATE ON<br/>FUNDRAISING<br/>GOALS,<br/>FOUNDATION<br/>ENDOWMENT, BLUE<br/>FUND MAJOR GIFTS<br/>AND WHAT IS ON<br/>THE HORIZON</b> |
| <b>6. Report of the Academic and Scientific Affairs Committee<br/>E. Douglas Beach, Ph.D.</b>  | <b>REPORT OF THE<br/>COMMITTEE CHAIR</b>   |
| The report on Academic and Scientific Affairs was given at the committee meeting.  |  |
| <b>6.3.</b> The recommendation to approve Academic Personnel Actions (R2022-28) was approved under consent agenda.   | <b>ACADEMIC<br/>PERSONNEL<br/>ACTIONS APPROVED<br/>(R2022-28)</b>  |
| <b>6.4.</b> The recommendation to approve Nontenure-Track Faculty Appointments (R2022-29) was approved under consent agenda.   | <b>NONTENURE-TRACK<br/>FACULTY<br/>APPOINTMENTS<br/>APPROVED<br/>(R2022-29)</b>  |
| <b>6.5.</b> The recommendation to approve Nontenure-Track Faculty Reappointments (R2022-30) was approved under consent agenda.   | <b>NONTENURE-TRACK<br/>FACULTY<br/>REAPPOINTMENTS<br/>APPROVED<br/>(R2022-30)</b>  |
| <b>6.6.</b> The recommendation to approve Course and Program Evaluation (R2022-31) was approved under consent agenda.  | <b>COURSE AND<br/>PROGRAM<br/>EVALUATION<br/>APPROVED<br/>(R2022-31)</b>   |
| <b>6.7.</b> The recommendation to approve the Master of Global Health and Innovation (R2022-32) was approved under consent agenda.   | <b>MASTER OF GLOBAL<br/>HEALTH AND<br/>INNOVATION<br/>APPROVED<br/>(R2022-32)</b>  |
| <b>6.8.</b> The recommendation to approve the Pursuit of a College of Dentistry (R2022-33) was approved under consent agenda.  | <b>COLLEGE OF<br/>DENTISTRY<br/>APPROVED<br/>(R2022-33)</b>  |
| <b>6.9. Higher Learning Commission (HLC) Update</b>  | <b>REPORT ON THE<br/>HIGHER LEARNING<br/>COMMISSION</b>  |
| Dr. Richard Kasmer presented an update of the Higher Learning Commission process during the Academic and Scientific Affairs Committee meeting.   |  |

<b>6.10. Report on Research and Sponsored Programs</b>	The report on research and sponsored programs was highlighted during the Academic and Scientific Affairs Committee meeting.	<b>REPORT ON RESEARCH AND SPONSORED PROGRAMS</b>
<b>7. Report of the Finance, Fiscal Policy, and Investment Committee Phillip L. Trueblood</b>	The report on Finance, Fiscal Policy and Investments was given at the committee meeting.	<b>REPORT OF THE COMMITTEE CHAIR</b>
<b>7.3.</b> The recommendation to approve Hourly Personnel Actions (R2022-34) was approved under consent agenda.		<b>HOURLY PERSONNEL ACTIONS APPROVED (R2022-34)</b>
<b>7.4.</b> The recommendation to approve Administrative Personnel Actions (R2022-35) was approved under consent agenda.		<b>ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2022-35)</b>
<b>7.5.</b> The report on Revenue and Expenditures, Budget to Actual Comparison was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>REVENUE AND EXPENDITURE, BUDGET TO ACTUAL COMPARISON</b>
<b>7.6.</b> The report on Operating Cash and Endowment Funds, Investment was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>OPERATING CASH AND ENDOWMENT FUNDS, INVESTMENT REPORT</b>
<b>7.7.</b> The report on Asset Allocation was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>ASSET ALLOCATION REPORT</b>
<b>7.8.</b> The report on Market Value was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>MARKET VALUE</b>
<b>7.9.</b> The report on the Rate of Return was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>RATE OF RETURN</b>
<b>7.10.</b> An update on Moody's bond rating was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>MOODY'S BOND RATING</b>
<b>7.11.</b> An update on the 2022 General Receipts Bond Issuance was given during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>2022 GENERAL RECEIPTS BOND ISSUANCE</b>
<b>7.12.</b> The Key Performance Indicators were discussed during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>KEY PERFORMANCE INDICATORS</b>
<b>7.13.</b> Rea & Associates, Inc.'s, audit communication was discussed during the Finance, Fiscal Policy, and Investment Committee meeting.		<b>REA &amp; ASSOCIATES, INC., AUDIT COMMUNICATION</b>
Chair McQueen stated that all committee reports, and action items have been reviewed and called for a motion to approve a consent agenda items 6.3 through 7.4. This includes Resolutions R2022-28 through R2022-35. Trustee Timken moved approval. Trustee Klonk seconded the motion. No one opposed. The motion was carried unanimously by voice vote.		<b>CONSENT AGENDA APPROVED (R2022-28 THROUGH R2022-35)</b>

## **8. Report of the Nominating Committee**

## **REPORT OF THE COMMITTEE CHAIR**

Mr. Robert J. Klonek provided a report of the Nominating Committee. Committee Chair Klonek noted the Nominating Committee met via Zoom on August 29, 2022. The members included Committee Chair Klonek, Trustee Considine, Trustee Timken, Trustee McQueen, and President Langell. Board Secretary Michelle Mulhern was also in attendance.

The Committee discussed the need for continuity on the Board as it relates to Board culture and the goals and mission of the University. It also discussed seniority as defined as length of service on the Board. All Board members agreed it is in the best interest of the University that both the Board Chair and Vice Chair be willing to serve in their respective positions for two consecutive one-year terms, if possible, and if elected by the full Board.

Secretary Mulhern informed the Committee that Phillip L. Trueblood has expressed his interest and willingness to serve as Chair for two consecutive one-year terms, if possible, and if elected by the full Board.

Secretary Mulhern also informed the Committee that three candidates expressed interest in serving as Vice Chair. The Committee moved the nomination of E. Douglas Beach as Vice Chair. Secretary Mulhern noted that other Trustees may be nominated from the floor or self-nominate.

## **9. Election of Officers**

## **ELECTION OF OFFICERS**

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

**PHILLIP L.  
TRUEBLOOD  
ELECTED CHAIR**

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

**DOUGLAS BEACH  
ELECTED VICE  
CHAIR**

**9.1.** Attorney Schimer administered the oath of office to Chair Phillip L. Trueblood.

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

**9.2.** Attorney Schimer administered the oath of office to Vice Chair Douglas Beach.

**OATH OF OFFICE TO  
DOUGLAS BEACH**

**9.3.** Board Chair McQueen moved approval of the administrative appointment of Secretary, NEOMED Board of Trustees, to Michelle M. Mulhern. Trustee Klonek 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**

**11.1.** Secretary Mulhern reviewed the resolution of appreciation for Mr. Robert J. Klonek. The University and Board of Trustees acknowledged and expressed sincere appreciation and respect for Mr. Klonek for his significant efforts and distinguished service. Trustee Timken moved approval of Resolution 2022-36. Trustee Trueblood seconded the motion. The motion carried unanimously by voice vote.

**APPRECIATION TO  
ROBERT J. KLONEK  
APPROVED  
(R2022-36)**

**11.2.** Request to address Board from University Faculty Council (UFC)

**UNIVERSITY  
FACULTY COUNCIL  
UPDATE**

Dr. Patrick Gallegos, past Chair of the University's Faculty Council (UFC), provided

information regarding UFC to encourage University-wide engagement. The purpose of UFC is to promote faculty dialogue, facilitate shared governance, provide a voice on behalf on the faculty and to assure the faculty's concerns in academic matters such as appointments, promotions, tenure, curriculum, and decision-making are shared.

**12. Adjournment**

There being no further business, Chair McQueen called for a motion to adjourn the meeting. Trustee Klonk moved approval. Trustee Beach seconded the motion. No one opposed. The motion was carried unanimously by voice vote and the meeting adjourned at 3:55 p.m.

**MOTION TO  
ADJOURN**

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