

Date: 11 October 2019

To: Faculty Senate Executive Committee

From: Faculty Senate *ad hoc* HEC Transition Committee; Mark Hans DDS MSD(chair), Andrew Reimer PhD, Allison Webel PhD, Chris Winkleman PhD, Evelyn Duffy PhD, Darin Croft PhD, Laura Voith PhD, Maureen McEnery PhD, Mendel Singer PhD, Renato Roperto DDS PhD, Theresa Jasinevicus DDS, Thomas Kelley PhD

Re: Six-Month Committee Report

We thank the Faculty Senate for the opportunity to advocate for university faculty as we transition major components of the educational mission to the Health Education Campus (HEC).

The members of this committee have been bringing action to our charge with the goal of maximizing the work experience of every faculty member at the CWRU HEC.

The **charge of** the Health Education Campus (HEC) Ad Committee of the Faculty Senate is: "To gather information from faculty, share this information with faculty and the Faculty Senate, and make recommendations on behalf of faculty". To realize this charge we have had nine (9) meetings to date: one initial organizational meeting, three (3) to discuss faculty feedback (summarized below), three (3) with other groups involved in the HEC transition (i.e. IPE committee chair, Ellen Luebbers, Kathy Cole-Kelly, and HEC building manager- Kevin Malinowski, from CBRE) and two (2) meetings with Deans of the HEC schools at the Provost's request.

There was a concern raised at the Faculty Senate Executive Committee in April 2019 that the ad hoc committee would be duplicative with ongoing CWRU faculty committees. In the course of our work, we determined there is no overlap with our charge and the IPE committees' goals and activities after meeting with E. Luebbers [IPE] and K. Cole Kelly [IPE transition]. The IPE committees are concerned with IPE education curriculum and faculty team building--not the communication between administration and faculty regarding the HEC transition.

As a conduit for the CWRU faculty, we have spent significant time actively soliciting feedback from the faculty on their experiences with the Health Education Campus. This started with initial feedback in response to our committee's formation announcement in May 2019, ongoing email/in-person conversations, presentations to our respective faculty meetings, and most recently with our successful "Coffee and Conversations" inaugural event held in the Samson Pavilion on 10/6/19.

Through the collaboration afforded by this committee, we gained an increased appreciation of our shared goals to maximize the potential of the HEC experience and we identified areas of concern that fit into the following themes: Campus/Building Management, Logistics, Process, and Philosophical concerns. In Table 1, below, we summarize the substantiated concerns and suggest potential solutions based on our conversations with faculty. While we have received feedback that some of these

concerns (e.g., a lack of bike racks and elevators signs) are being addressed, we hope this summary helps to contextualize the details of these shared concerns for the Faculty Senate.

We appreciate the continued opportunity to voice faculty concerns with the ongoing transition and look forward to working with CWRU leadership to improve this exciting new educational experience. The full realization of the potential of the HEC is predicated on synergy, but the *ad hoc* committee wants to underscore our belief that the way forward must honor our respective academic identities and histories. As the process of transitioning to the HEC moves along, the FS *ad hoc* committee will continue to make itself available as a sounding board and conduit for suggestions. Throughout the upcoming months the *ad hoc* committee looks forward to engaging the CWRU community (the faculty, the deans of the schools of dental medicine, medicine, and nursing, the associate provost for IPE, and the Provost) in robust and open discussion of concerns, clarification of facts, and the identification of mutually agreeable solutions.

Table 1: Summary of Faculty Concerns about the Transition to the CWRU Health Education Campus

Campus/Building Management	Logistics	Process	Philosophical
<p>Observation: Mail is inconsistent and delayed. Suggestion: A mail room should be created.</p>	<p>Observation: Many faculty only come to the HEC for guest lectures and the building lacks consistent labelling, signage, and wayfinding landmarks.* Suggestions: Include maps, greeters/welcome desk or area to help faculty locate their classroom, bathroom and elevator signs, identifying strategies across the three schools to orient and welcome all faculty.</p>	<p>Observation: Financial decisions reside within each school limiting opportunities for interprofessional and social interaction. Suggestions: Create an interprofessional faculty lounge at the HEC with ongoing invitations to relevant events across schools (during normal work hours).</p>	<p>Observation: The stated obligations for faculty members are teaching, research and scholarship, and service to the university (Article 1). The HEC, for the first time, establishes a physical separation of research from education that is inconsistent with national trends and the mission of the University. Suggestions: Immediately reaffirm the core value of scholarship across the CWRU programs. This should also be manifested in the support of early career tenure track faculty hires and consistent, high-level administrative affirmation of this value for both funded and unfunded scholarship.</p>
<p>Observation: There are no shelters for shuttle bus stops at the CWRU campus or near the shuttle stops at the HEC. Suggestion: Shuttle stops should be designed and erected before inclement, snowy weather commences.</p>	<p>Observation: Faculty are concerned disability access to their offices and teaching spaces in Samson Pavilion. Suggestions: Scooters, golf carts for door-to-door delivery, sensors on the large front doors to prevent accidental injury. Clearly communicate how to drop off equipment (loading dock) so faculty do not have to walk with their equipment into the ground floor entrances.</p>	<p>Observation: Announcements are all made digitally leaving many unaware of what is happening in the building and potentially missing opportunities for interprofessional collaboration. Suggestion: Create visible, centrally placed digital announcement boards in the atrium and near each elevator on floors 2 and 4.</p>	<p>Observation: Research space plans are opaque and constantly changing which further undermines the importance of scholarship at all levels, across the schools. Suggestion: The plan for a state of the art research building for the SODM & FPBSON need to be finalized, financed and commenced in the 2019-2020 academic year.</p>
<p>Observation: Bike parking is nonexistent.* Suggestion: Create covered bike parking at the dental clinic and Samson pavilion to support a culture of wellness.</p>	<p>Observation: Food options within the building are limited and expensive. Suggestions: Provide a larger range of options for food at the building with lower prices.</p>	<p>Observation: The HEC lacks a central reporting system for safety incidents and concerns. Of note here, many faculty have expressed concern about the low walls surrounding the atrium potentially posing a suicide risk. Suggestion: Create an accessible reporting system for incidents perhaps adopting Institute for Healthcare Improvement models.</p>	<p>Observation: The history, identity and significance of the CWRU schools has been compromised for “clean lines and design” which leads many faculty to question the value of the history they love and many have participated in building. Suggestions: Follow up on the unanimous motion from the SOM Faculty Council proposed this: central wall space should incorporate important historical milestones celebrating each school’s history and reaffirming the importance of that history in building and indeed underpinning the new world-class HEC.</p>

<p>Observation: Crosswalk time to get across Chester Ave is unrealistically short. A stop at 93rd street for Dental Clinic is needed.</p> <p>Suggestion: Immediately work with the city to lengthen the crosswalk time. Work with the parking & transportation team to create a shuttle stop near/on the same side of the Dental Clinic.</p>	<p>Observation: There have been numerous primary reports of people walking into glass doors. In addition, there are significant concerns about privacy with the all glass doors.</p> <p>Suggestion: All doors need clear marking (push/pull/slide) and transparent film to ensure privacy</p>	<p>Observation: Printing is inconsistent and confusing. One faculty member reported that they had such a terrible time printing, that they now print all class materials, including midterms, at the hospital where the individual works. This was also pervasive and is unacceptable.</p> <p>Suggestion: Faculty should be given the opportunity to mindfully print on printers in their office.</p>	<p>Observation: There is an impact on faculty morale due to a pervasive concern that the Cleveland Clinic has bought CWRU SOM, SODM, and FPBSON, in addition to owning the Samson Pavilion. Inconsistent communication has further perpetuated concerns about the continued independence of the CWRU SOM, SODM, and FPBSON from the Cleveland Clinic.</p> <p>Suggestion: This committee referred to the FS Budget committee to review and clarify the ownership of the HEC both Samson Pavilion and the Dental Clinic. This information should be clearly communicated to the campus community along with implications for continued independence of the affected CWRU schools. Additionally, all school leaders need to work hard to dispel myths and facilitate a CWRU-centric culture and their continued independence.</p>
<p>Observation: Re-formatting the rooms is hard and not conducive to dynamic classroom needs. Schools are also being charged if the format needs to be modified before or after CBRE business hours or on weekends.</p> <p>Suggestion: Someone needs to be available to re-format rooms during all classroom time and schools should not have to bear an additional cost for providing high quality education. Perhaps train several people in each school to re-format the rooms themselves to avoid these costs.</p>	<p>Observation: Individuals often walk through open cubicle spaces which disturbs those working in those spaces and may make them feel disrespected.</p> <p>Suggestion: Formalizing building-wide etiquette for addressing staff/faculty flow through open cubicle space. And/or redesign the space with fewer open cubicles.</p>		<p>Observation: While many faculty we spoke with appreciate the building aesthetics, and feel it supports enhanced pride in the students and in their own work; design should not be the primary focus of a working academic building. Function should.</p> <p>Suggestion: Design review should not trump reasonable function enhancement. If a slightly less fashionable type of glass film, bathroom sign, trash and recycling receptacles, mailbox, signage in general, etc is more affordable and allows for significantly enhanced function, it should quickly be adopted. This should be guided by the faculty, staff, and students (key stakeholders in the building's success). Additionally, the approval process for such enhancements should be sped up.</p>
<p>*These items have been acknowledged by the CWRU Director of Academic Administration who indicted to the committee that it is currently being addressed; CBRE is the commercial building management company hired by the CWRU and CCF to manage the Samson Pavilion and Dental Clinic</p>			

Appendix: 3-month report to David Miller

Summary of Activity To Date 07202019

The **purpose** of the HEC Ad Committee of the Faculty Senate is: "To gather information from faculty, share this information with faculty and the Faculty Senate, and make recommendations on behalf of faculty."

Meetings- We have had a total of six meetings. One organizational, the second to discuss faculty response to the announcement of the creation of our committee, and three with other groups involved in the HEC transition IPE committee chairs, Ellen Luebbers and Kathy Cole-Kelly, and HEC building manager- Kevin Malinowski, from CBRE.

- We determined there is no overlap with our charge and the IPE committees' goals and activities after meeting with E. Lubers [IPE] and K. Cole Kelly [IPE transition]. The IPE committees are concerned with IPE education curriculum and faculty team building--not the communication between administration and faculty regarding the HEC transition.
- We met with the Deans of the HEC schools at the Provost's request (our sixth meeting).
- Recurrent issues identified by faculty include:
 - Signage is a hot button issue with faculty who feel that the value of our academic affiliation with CWRU is being diminished.
 - Persistent confusion and concern over the ownership of the land and buildings exists.
 - A feeling of being undervalued during the transition process.
 - Although attention was paid to the "hardware" upgrades that would occur with the new buildings at the HEC, little effort was expended to insure "software" compatibility.
 - The physical separation of clinical and teaching activities from research activities.
 - Does this signal a decline in the importance of scholarship as part of the classic academic triad of research, teaching and service?
- Note: we recommend that staff also have a committee or other avenue to voice concerns, find solutions, and strategize processes of work in the HEC.

Action Items suggested by the HEC Transition Committee:

- Establish a temporary "landing area support kiosk " for faculty traveling from the CWRU campus to the HEC campus; we see this as an urgent strategy to meet the HEC goals of being both welcoming and committed to interprofessional education.
 - This is an urgent item as temporary/transient and new faculty will be arriving to this campus in the upcoming days and weeks.
- Identify strategies to welcome and orient faculty--particularly part-timers, guest lecturers, and intermittent speakers who provide essential content and value to our programs at the HEC.
 - Make this unified across schools and inclusive across categories of faculty.
- Publicize hec.case.edu (which already exists) as the main information portal for anything related to the HEC; should be used to:
 - Disseminate up-to-date information about topics noted above
 - Provide information/FAQ for faculty anticipating a visit to the HEC
 - Provide a mechanism for easy feedback about HEC issues that arise (e.g., web form that is appropriately routed for follow-up reply and response)
- Clarify the importance of scholarship as a primary faculty activity.
- Clarify the status of signage; discuss the anticipated/future changes to signage.
- Clarify the ownership of the Samson Pavilion and the Dental Clinic.