

**Faculty Council Meeting
Meeting Minutes**

Monday, February 19, 2018

4:00pm–5:30pm – BRB 105

4:00PM	Welcome and Chair's Comments	Phoebe Stewart
4:05PM	Approval of Faculty Council Draft Meeting Minutes for January 22, 2018 (attachment)	Phoebe Stewart
4:10PM	Report of Steering Committee Activities	Phoebe Stewart
4:15PM	Discussion of Topics for the Third Meeting of the SOM Faculty with the Dean on April 6, 2018 – 3-4:30PM	Phoebe Stewart
4:30PM	Update on Proposed Conflict of Commitment Language	Sue Rivera
4:45PM	Presentation from Ad Hoc Committee on Non-Tenure Track Faculty	Jane Corteville
5:00PM	Presentation of Draft Committee Charge for SOM Committee of the Faculty on Women and Minority Affairs	Jo Ann Wise
5:10PM	Presentation of Draft Committee Charge for Ad Hoc Committee to Study Faculty Council; Representation Structure (Membership Policies)	Phoebe Stewart
5:20PM	Report by SOM Representative on the Faculty Senate Executive Committee	Jo Ann Wise
5:30PM	New Business	
	Adjourn	

Members Present

Eli Bar
Timothy Beddow
Tracey Bonfield
Robert Bonomo
David Buchner
Shu Chen
Gary Clark
David Friel
Sherine Ghafoori
Anna Maria Hibbs
Hung-Ying Kao
Stathis Karathanasis
Robert Kelly

Jayme Knutson
Cynthia Kubu
Michael Licina
Charles Malemud
Danny Manor
Raed Bou Matar
Jennifer McBride
Maureen McEnery
Claire Michael
Jonathan Miller
Vincent Monnier
Vicki Noble
Kaine Onwuzulike

Nimitt Patel
P. Ramakrishnan
Nischay Rege
Bradford Richmond
Satya Sahoo
Jochen Son-Hing
Phoebe Stewart
James Howard Swain
Anna Valujskikh
Jo Ann Wise
Nicholas Ziats
Richard Zigmond

Members Absent

Bryan Baskin	Mahmoud Ghannoum	Susan Stagno
Sudha Chakrapani	Aaron Goldenberg	Charles Sturgis
Pamela Davis	Supriya Goyal	Patricia Thomas
Brian D'Anza	Kiranpreet Khurana	Melissa Times
Justis Ehlers	Aparna Roy	Michael Wolfe
Barbara Freeman	Barbara Snyder	

Others Present

Nicole Deming	Joyce Helton
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Welcome and Chair's Comments (Phoebe Stewart)

Phoebe Stewart, Chair of Faculty Council, called the meeting to order at 4:02PM and proceeded to provide a brief overview of the agenda items to be addressed at today's meeting. She reminded the members that Faculty Council elections will be held in May and that nominations are still being accepted for three Faculty Council positions: Chair-Elect of Faculty Council, Faculty Council Steering Committee, and Faculty Council members on the SOM Nomination & Elections Committee (clinical candidates).

Dr. Stewart provided an overview of Greendot, which is a national bystander intervention strategy that promotes safe and comfortable interventions in situations of power-based personal violence, including harassment. CWRU offers this training to teach skill-based learning with a focus on preventing violence in the community. Faculty Council Steering Committee determined this would be most effective if presented at a department level. If you would like Greendot to present to your department, please contact them directly at greendot@case.edu.

Dr. Stewart reminded Faculty Council that all departments and centers with full time 100% paid CWRU faculty have been asked to submit a compensation policy/metrics by the new deadline of March 19. Mendel Singer, Chair of the Committee on Budget, Finance and Compensation) will inform Faculty Council which departments have failed to do so. The reason this is so important is because those departments who do not submit a plan will not be entitled to the incentive portion of faculty salary increases. Faculty Council members requested that Dr. Singer ask Matthew Lester the reason for the policy change.

Department compensation metrics were created by faculty in consultation with their chair to provide a framework to allot merit and incentive salary increases. Faculty Council members asked whether a department could submit a plan that gives the chair full discretion to adjudicate these funds without established guidelines. The idea behind the metrics is that faculty will know for what they are held accountable. Once submitted, these plans will go to the Committee on Budget, Finance and Compensation for review before being submitted to the Dean's office for approval.

Dr. Stewart provided an update that at the last Faculty Council meeting, a letter on faculty salary concerns was edited and then sent by e-mail to the President and Provost. It has been over a month since it was sent; no response has been received to date.

Approval of Faculty Council Draft Meeting Minutes for January 22, 2018

A motion was made and seconded to approve the meeting minutes from the January 22, 2018, Faculty Council Meeting. The floor was then opened for discussion. There being no corrections or changes, a vote was taken, 27 were in favor, 1 opposed, and no one abstained. The motion passes.

Report of Steering Committee Activities (Phoebe Stewart)

Kathy Blazar presented to Steering Committee on the satellite SOM library at the Health Education Campus. Jane Corteville presented to the Steering Committee on the ad hoc committee's survey on non-tenure track faculty. The Steering Committee discussed the draft committee charge for SOM Committee of the Faculty on Women and Minority Affairs and the draft charge for the ad hoc committee to study the Faculty Council Representation Structure. The presentation of SOM Bylaws amendments related to the five-year review (Articles 2 and 3) was reviewed, as were the suggested meeting topics for the third meeting of the SOM faculty with Dean Davis. It was noted that topics were due by February 5, and it was recommended that the number of topics be limited in order to allow time for discussion.

The SOM CAPT recommendations for faculty packets for promotion and tenure were reviewed by the committee to ensure that equality in standards has been applied in the assessments.

Discussion of Topics for the Third Meeting of the SOM Faculty with the Dean on April 6, 2018

3-4:30PM

The School of Medicine bylaws state that "a third meeting will have an agenda approved by the Faculty Council with at least one-half of the meeting devoted to open forum items". The plan is for the Dean to speak for 45 minutes, with 45 minutes being allotted for open discussion.

Topics for this meeting have been submitted by faculty council representatives and are listed as follows: Shared Governance in the SOM, SOM Diversity, Faculty Compensation, and Credit for Teaching for Non-tenure Track Faculty. If there are additional topics, they can be submitted during the meeting. The goal is to finalize the topics today so they can be sent to the dean in order to allow her time to prepare. The following changes were made to the proposed topics:

- **Shared Governance in the SOM**
Specify that it is the SOM Office of Research that is being referred to
Change phrase in last question to "what new mechanisms can be put in place".
- **SOM Diversity**
Faculty Council would like to see the data regarding leadership positions in the school for minorities and women, and if possible, have the Dean include this information when she speaks to the full faculty on April 6. Data is required in order to be sensitive to where the needs actually are. There is data readily available (e.g. AAMC website) regarding faculty rank, minority and gender. It was noted that UH recently recruited a woman as the new chair of Pediatrics.

It was suggested to add to the paragraph a question about efforts to further recruitment, retention, and promotion of women and minorities to leadership positions.

New policy for faculty hiring became effective January 1, 2018. A woman or minority must be a candidate. This is a step in the right direction. The Dean stated at the most recent state of the school address, that she would prioritize the search for a minority chair of any department and made the point that it was one of her top priorities.

Add “what efforts are being made to recruit women and minorities”.

- **Faculty Compensation**

There were no edits to this paragraph.

- **Credit for Teaching for Non-Tenure Track Faculty**

The members suggested adding “adjustment of clinical duties should be provided for those who teach”. All Cleveland Clinic employees are on the non-tenure track, and they indicated that they are not being credited for teaching. This is not restricted to NTT. Most faculty indicated they felt their efforts to educate were undervalued.

A motion was made and seconded to approve the topics as we discussed with the edits we added. There being no further discussion, a vote was taken, 27 were in favor, 2 were opposed, and 2 abstained. The motion passes.

Dr. Stewart will send these four topics, as edited, to the Dean after today’s meeting.

Update on Proposed Conflict of Commitment Language (Sue Rivera);

The initial Conflict of Interest policy was drafted by a campus-wide committee with representation from all of the schools. At that time, the committee intentionally decided to leave COC out and focus on COI in order to get the COI policy through the senate approval process.

After a recent discussion with the trustees, it was decided to reexamine the policy on COI and include language as to what constitutes a conflict of interest and a conflict of commitment, and the framework required to assure that faculty doing outside consulting would not encroach on their obligations to the university. A comparison was made to a benchmarking study (Stanford and Harvard) to ensure that what we were proposing was not totally outside the realm of what might be expected by a faculty member at peer and aspirant universities.

The new section, on conflict of commitment, states that the university recognizes that full time faculty, whether tenure track or non-tenure track, may engage in consulting and then explains what kind of activities would require the prior notification of their supervisor. There is a section on exceptions that would not require prior exposure, and includes publications, service on study sections, and participation in professional and academic societies. The gist of the proposal is that if one wants to engage in consulting with a private company one would notify one’s superiors; they then have 7 days to raise any concerns.

The spirit in which the proposal is made is that most faculty are able to meet all of their university obligations and still engage in a reasonable amount of consulting activity. We have been asked to come up with a guiding principal for “reasonable” (on average not more than a day a week). We want to allow a situation where a faculty member does not do any consulting for months but then spends three days in a row consulting. It is not always predictable and could be spread throughout the entire year. Part-time employees can do what they wish with non-employment time.

The faculty handbook states (since 1973 - page 50) that faculty members may extend their professional development by accepting opportunities for outside consulting and similar services in their fields of specialization. The point being that it already was a provision and has been for almost 40 years. We want to state more explicitly the expectation for meeting university obligations first, and then define what is a reasonable amount of consulting, in a fashion that does not interfere with university duties.

Dr. Rivera explained that they have taken the proposed language to all of the deans, the Faculty Senate Executive meeting, the Faculty Senate Committee on Research, the Faculty Senate Committee on Personnel and back to the Faculty Senate Executive Committee. The Executive Committee has been given permission to move this to the Bylaws Committee for wordsmithing, then to the full senate meeting, which will not happen before April.

There is increasing pressure from the Board of Trustees, the Deans and other administrators for greater clarity as to what is a reasonable amount of activity outside, instances where they felt they had identified a problem (ex: more than 100 days a year working for an outside entity), and the chairs did not feel the language in the current policy was explicit enough. The University's Office of Research and Technology Management has received requests from faculty for better guidelines e.g. what is considered a reasonable amount of consulting in good faith. While faculty did not want to step over the line, it was not clear to them where the line was. It was noted that since faculty consulting is an outside activity, CWRU does not review agreements between faculty and outside companies.

There are schools and departments that feel the need for more explicit language. In the end, all eight schools agreed more explicit language was required.

While the policy does not specify how to report to the chair, a form can be used, or, if the department chair is comfortable with it, an e-mail or text between supervisor and faculty member. The existing policy mechanism for oversight of COI is an annual financial disclosure which reveals faculty's financial information albeit after the fact. Echoing what has been in the handbook, faculty are supposed to notify their chairs and request permission for outside activities before beginning this work/. Faculty need to have complete freedom to organize their professional lives according to their best judgement and that is very important and that should not change.

Since this presentation is an update, Faculty Council will not be voting on it. It was suggested that faculty should talk to their SOM senators. A suggestion was made to Dr. Rivera to include "Editorial activities" as another academic activity that does not require approval.

Presentation from Ad Hoc Committee on Non-Tenure Track Faculty (Jane Corteville)

Dr. Corteville began her presentation with the slide that ranked faculty concerns by most important to least important. While the response rate was only 14%, there was a good over-all representation from clinical and non-clinical faculty.

Both clinical and non-clinical faculty rated credit/compensation for teaching as one of the top 3 biggest issues. Administrative resources and the misalignment of goals (among the school, hospitals and individual departments) were also rated high on participants list of concerns. . Faculty were concerned about job security and salary. Faculty based at the CCLCM rated promotion was an area of high concern. Dr. Corteville emphasized that this survey is only a beginning and was interested in continuing this work with the committee.

Credit or compensation for teaching appears to be a problem across all faculty both tenure track and non-tenure track. This is closely related to the misalignment of goals e.g. hospitals that reward high revenue generation. Members commented that if you are non-clinical, your teaching responsibilities interfere with your research time. Multiple participants commented in the survey that there seems to be a lack of communication between SOM and their department or hospital. Their departments compensate only certain core faculty, yet many are doing the teaching.

It was noted that responses from non-tenure track faculty at Metro did not list compensation for teaching as their top concern. Their top concern was salary, job security, promotion, and the misalignment of goals.

Academic environment – most participants said the reasons they come to and stay at CWRU is because of the academic environment, and the good opportunity for collaboration and teaching. Core academic values of teaching and research have somehow been lost, with the business of medicine being more emphasized. CWRU seems to be irrelevant to them, with their only connection being the medical students. They do not know what is available at CWRU, and have no relationship with CWRU. Dr. Corteville explained that when she came on faculty at Washington University, she was assigned a mentor and told of all the resources available. This was not Dr. Corteville's experience when she came to CWRU. When polled, most faculty did not know if their department had a committee on CAPT.

Dr. Corteville stated that the SOM has to make a stand in terms of protecting the academic mission of the faculty no matter what they are doing. This should apply to everyone, at all institutions, and everyone who comes under SOM. The role of CWRU in faculty life, and what they can offer, needs to be defined.

The benefit of a common orientation process to SOM would be to help people to understand across the board what their role is, what their department's role is, and CWRU's role, regarding advancement and promotion. How do they access resources and what resources does the school have. A vibrant mentoring system for all faculty would afford a better path for success.

Dr. Corteville emphasized that this is just the beginning; information is needed from faculty as to what would be helpful in terms of mentoring and how to make CWRU SOM a part of their lives. What sort of administrative resources are required, and what is considered adequate compensation for teaching. We don't know how to answer these questions. If the majority of NTT faculty feel the SOM does not play a significant roles in their professional life, that is a huge problem. It was noted that while there are clear roles for tenure-track, there are not clear roles for non-tenure track.

The low response (14% out of 3,000 faculty) indicates disinterest and resignation that nothing will come out of this. It was suggested that an Office of NTT be established to continue with this work with solid recommendations and a report to the Dean.

A motion was made and seconded to approve the extension of the ad hoc committee on Non-Tenure Track Faculty for one year. The committee will sunset on June 30, 2019. There being no further discussion, a vote was taken, 26 were in favor, 2 were opposed and 1 abstained. The motion passes.

Presentation of Draft Committee Charge for SOM Committee of the Faculty on Women and Minority Affairs (Jo Ann Wise)

The purpose of this committee is to act in an oversight and advisory capacity. Their role is to get data, interpret data and move things forward by advising Faculty Council and the administration.

Most important is to first get the data, and then interpret the data to determine if faculty are achieving their career goals. This committee will be able to design and promote policies and programming with the ultimate goal of increasing the number and/or percentage of women and under-represented minority faculty members, especially at the rank of full professor and in departmental and school-wide leadership positions.

If no member of the committee is a voting member of Faculty Council, the committee chair or another member shall be designated to serve in an ex officio non-voting capacity. A comprehensive end-of-year report on the committee's activities and recommendations for the future will be submitted to Faculty Council. At least once every five years, the committee charge will be reviewed and changes recommended as deemed appropriate.

The only thing in the charge that bears discussion is in determining the number and composition of committee members. Efforts are being made to obtain a broad representation: 2-basic science, 2-clinical, 4-at-large members. Half of the members elected at-large shall be tenured or tenure track and the other half shall be non-tenure track faculty, with the option and contingent upon whether the ninth voting member shall be appointed by the Dean. It was emphasized that while there are 1,000-2,000 more NTT faculty than tenure track faculty, the committee is designed to ensure both categories are represented.

A motion was made and seconded to take out the phrase under Membership "Half of the members elected-at-large shall be tenured or tenure track and the other half shall be non-tenure track faculty". There being no further discussion, a vote was taken, 12 were in favor, 13 opposed and 4 abstained. The motion does not pass.

A motion was made and seconded to amend the sentence to read "membership should be diverse with regards to tenure and NTT status". There being no further discussion, a vote was taken. 19 were in favor, 6 were opposed, and 2 abstained. The motion passes.

A motion was made and seconded to include a member of the committee that is appointed by the Dean. There being no further discussion, a vote was taken, 10 were in favor, 17 opposed and 1 abstained. The motion does not pass.

A motion was made and seconded to determine if there should be nine members on the committee. There being no further discussion, a vote was taken, 25 were in favor, 1 was opposed, and 1 abstained. The motion passes.

Faculty Council must approve the charge prior to the election of committee members. A motion was made and seconded to approve the charge as modified. There being no further discussion, a vote was taken, 21 were in favor, 1 was opposed, and 4 abstained. The motion passes.

Dr. Stewart informed Faculty Council that, in the interest of time, the Discussion of the draft committee charge for the ad hoc committee to study Faculty Council Representation (Membership policies) and the Report by the SOM Representative on the Faculty Senate Executive Committee will have to be postponed until the next meeting. The faculty climate survey must be completed by February 28; Dr. Stewart encouraged everyone to participate.

There being no further business to address, the meeting was adjourned at 5:29PM.

Respectfully submitted,

Joyce Helton

Faculty Council Meeting

February 19, 2018

Chair: Phoebe L. Stewart

Agenda

- Welcome and Chair's Comments (Phoebe Stewart)
- Approval of Minutes from January 22, 2018 meeting (Phoebe Stewart)
- Report of Steering Committee activities (Phoebe Stewart)
- Discussion of topics for the Third Meeting of the SOM Faculty with the Dean
- April 6, 2018 3-4:30pm (Phoebe Stewart)
- Update on proposed Conflict of Commitment language (Sue Rivera)
- Presentation from ad hoc committee on non-tenure track faculty (Jane Corteville)
- Presentation of draft committee charge for SOM committee of the faculty on women and minority affairs (Jo Ann Wise)
- Presentation of draft committee charge for ad hoc committee to study Faculty Council Representation Structure (Membership policies) (Phoebe Stewart)
- Report by SOM representative on the Faculty Senate Executive Committee (Jo Ann Wise)
- New Business



Welcome and Chair's Comments

1. Upcoming Faculty Council Elections in May

Nominations for candidates for:

Chair-elect of Faculty Council (representatives with 2 years remaining)

Chair-elect will serve 1-yr as Chair-elect, 1-yr as Chair, and 1-yr as Past Chair

Faculty Council Steering Committee (representatives with 1 or 2 years remaining)

1-yr term

Faculty Council members on SOM Nomination & Elections Committee (NEC)

Need Clinical candidates for two FC/NEC seats that will be open this summer

Winners will serve for the duration of their terms as Faculty Council members

Interested? Contact Phoebe Stewart (pls47@case.edu)



Welcome and Chair's Comments

2. Green Dot Information Handout

Green Dot is a national bystander intervention strategy that promotes safe and comfortable interventions in situations of power-based personal violence including harassment

CWRU Green Dot offers skill-based learning with a focus on preventing violence in the community

Please contact CWRU Green Dot (greendot@case.edu) if you would like to schedule a presentation for your department



What Is Green Dot At CWRU?
Evidence-based, comprehensive bystander intervention prevention program addressing sexual assault, domestic violence, stalking, and other harassment (Power Based Personal Violence). The training equips individuals to recognize warning signs, develop intervention options, proactively change norms. A national CDC funded evaluation of Green Dot found 50% reduction in the frequency of violence in high schools & 20% in colleges (Cook-Craig, et al. 2014).

Why Do We Need Green Dot At CWRU?
Green Dot Addresses An Assessed Need According To The 2015 Campus Climate Survey Of CWRU Students:

- 2/3rds of undergrad women experienced some form of sexual harassment on campus
- 36.2% of students had witnessed a drunken person heading for a sexual encounter
- 73% said they did nothing in response
- 15.8% of students have witnessed something sexually violent or harassing at CWRU
- 50% of these students did nothing in response (Kantor et al., 2015)

How Does Green Dot Work At CWRU?
Green Dot is a skills based training that teaches the 3Ds of Bystander Intervention in a practical way. Green Dot also fosters collaboration across our University Community. The Green Dot executive team partners with staff, faculty, & students across campus who have been trained in the Green Dot Strategy to deliver educational interventions & messages.

The Impact Of Green Dot At CWRU

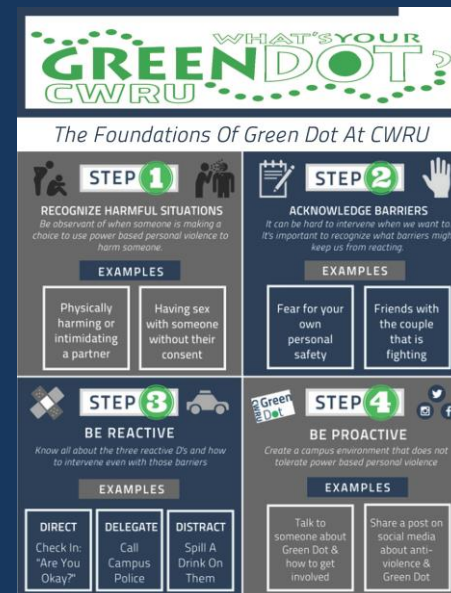
Trained To Date:
Staff of Faculty - 100 in 9 Months
Students - 100 in 3 Months

Who Has Been Trained?
UCR, Nursing School, C-1, Physics, SAC, Deane Center, Student Affairs, Social Justice Institute, Academic Affairs, Provost's Office, Title IX Coordinator, Career Services, General Counsel, Facilities, Sexual Assault, Student Health Services and many other campus partners.

Who Makes Up Our Executive Team?
Nancy Pines, Title IX, PSM Center for Women, Graduate Studies, Gender Life, International Affairs, The Office for Civil Engagement & Learning, College of Arts & Sciences, & Office of Student Conduct

Green Dot On Campus
New addition to the School of Nursing Orientation and Departmental Information Materials
Part of the Diversity and Inclusion Five Sessions with Graduate Students
Featured Session in the 11th Fall Leadership Conference & Spring Social Justice Teach In

Interested In Hosting A Green Dot Training Or Want To Learn More? Email us at greendot@case.edu or follow us on Social Media @CWRUGreenDot!



WHAT'S YOUR GREEN DOT? CWRU

The Foundations Of Green Dot At CWRU

STEP 1
RECOGNIZE HARMFUL SITUATIONS
Be observant of when someone is making a choice to use power based personal violence to harm someone.

EXAMPLES

- Physically harming or intimidating a partner
- Having sex with someone without their consent

STEP 2
ACKNOWLEDGE BARRIERS
It can be hard to intervene when we want to. It's important to recognize what barriers might keep us from reacting.

EXAMPLES

- Fear for your own personal safety
- Friends with the couple that is fighting

STEP 3
BE REACTIVE
Know all about the three reactive Ds and how to intervene even with those barriers

EXAMPLES

- DIRECT: Check In: "Are You Okay?"
- DELEGATE: Call Campus Police
- DISTRACT: Spill A Drink On Them

STEP 4
BE PROACTIVE
Create a campus environment that does not tolerate power based personal violence

EXAMPLES

- Talk to someone about Green Dot & how to get involved
- Share a post on social media about anti-violence & Green Dot



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Welcome and Chair's Comments

3. Update from Mendel Singer on Metrics from Departments and Centers

"All departments and centers with full-time 100% paid CWRU faculty have been tasked with creating a compensation policy/metrics. The original deadline passed almost 3 months ago. We have received this from 6 departments and 4 centers. The deadline has now been extended and they are being asked to submit it by March 19, at which point Mendel Singer (Chair of the Committee on Budget, Finance and Compensation) will present to FC which departments have failed to do so. Departments/Centers are being notified that if they do not submit a plan, they will not be entitled to the incentive portion of faculty salary increases."

4. Letter from Faculty Council on faculty compensation concerns was emailed to President and Provost, with a cc to Dean Davis, on Jan 23



Approval of the Minutes from the January 22, 2018 Meeting



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Report on Faculty Council Steering Committee Activities, Meeting Feb 5, 2018 (part 1)

- Reviewed the presentation by Kathleen Blazer on the satellite School of Medicine library at the Health Education Campus.

We learned that the satellite library will be mostly a study area for students with one copy of each book used in medical student courses (students can borrow these books for 2-hr periods)

- Reviewed a presentation by Jane Corteville on the ad hoc committee's survey on non-tenure track faculty.
- Discussed the presentation of draft committee charge for SOM committee of the faculty on women and minority affairs.



Report on Faculty Council Steering Committee Activities, Meeting Feb 5, 2018 (part 2)

- Reviewed the presentation of SOM Bylaws amendments related to five-year review (Articles 2 and 3).
- Discussed the topics received from FC members for the Third Meeting of the SOM Faculty with the Dean in the April.
- Discussed the draft for the charge for ad hoc committee to study the Faculty Council Representation Structure.
- Review of SOM CAPT recommendations for equity. These included faculty packets for promotion and tenure.



Discussion of topics for the Third Meeting of the SOM Faculty with the Dean April 6, 2018 3-4:30pm (Phoebe Stewart)

The School of Medicine Bylaws in section 2:4 Meetings of the Faculty, states “A third meeting will have an agenda approved by the Faculty Council with at least one-half of the meeting devoted to open forum items.” Shared Governance in the SOM

Topics Received:

Shared Governance in the SOM

SOM Diversity

Faculty Compensation

Credit for Teaching for Non-Tenure Track Faculty



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Discussion of topics for the Third Meeting of the SOM Faculty with the Dean

Shared Governance in the SOM

There is a growing concern among the faculty that the Office of Research Administration has been operating in a rather insular fashion. Decisions about research priorities, major instrumentation purchases, and key faculty appointments are made without consultation with relevant faculty members. How does the Dean ensure that faculty opinions are sought and considered during decision-making processes? What mechanisms are in place to provide feedback regarding the effectiveness of the Office of Research Administration?

SOM Diversity

There is a concern among the faculty that the SOM Dean's office is not supportive of the advancement of minorities and women in leadership positions. What metrics are we capturing and tracking in efforts to increase minority and women representation in leadership positions, and how do these metrics compare regionally and nationally for top institutions? What formal steps are being taken to address the profound historical underrepresentation of minorities and women in leadership positions?



Discussion of topics for the Third Meeting of the SOM Faculty with the Dean

Faculty Compensation

A significant number of faculty receive none or very little in terms of annual salary raises, translating to a de-facto erosion of compensation. Coupled with a continuous increase in health insurance premiums, many believe this reflects a trend whereby current faculty are demoralized, and the SOM is becoming less attractive for potential recruits. Do you have a plan for addressing pay compression and inversion?

Credit for Teaching for Non-Tenure Track Faculty

Many NTT faculty feel they are not being credited, nor rewarded, for intensive efforts in teaching and training. This translates to an ongoing frustration among those involved, and may reduce the quality of education at SOM. Do you see a possible solution for this concern?



Update on proposed Conflict of Commitment language (Sue Rivera)



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Presentation from ad hoc committee on non-tenure track faculty (Jane Corteville)



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NTT Faculty Survey Results

JANE CORTEVILLE, M.D.

ASSOCIATE PROFESSOR OF REPRODUCTIVE BIOLOGY
DIRECTOR OF MACDONALD IMAGING, UNIVERSITY HOSPITALS

A solid orange horizontal bar spanning the width of the slide at the bottom.

AD Hoc committee on the non tenured faculty was tasked with gathering information regarding the strengths, concerns, challenges of the NTT faculty (80% of faculty).

Committee

- Members Mark Aeder, MD, Atiye Nur Aktay MD, David Aron, MD, MS, Colleen Croniger PhD, Raed Dweik MD, Stephen Fink, PhD Kimberly Gecsi MD, Marisa Herran MD, Nancy Ivansek PA-C MA, Jennifer Levin PhD, Karen Lidsky MD, Claire Michael MD, Lynda Montgomery MD, Attila Nemeth, MD Tarun Podder, PhD Jeffrey Renston MD, Mark Schickendantz MD, Thomas Sferra MD, Melissa Times MD, Pamela Wearsch PhD
- Chair- Jane E. Corteville, MD
- Co Chairs Ann Hanna-Mitchell PhD, Thomas Gerken PhD
- Faculty Liaison- Nicole Deming, JD, MA

Qualtrics Survey

- Dates of survey- 3/1 to 6/1 2017
- 344 responses- 28%
- 63% of people who started completed
- Institutions
 - CWRU 41
 - UH 93
 - CCF 52
 - VA 17
 - MH 56
 - Other 6
- Degree- MD- 62.4% , PhD 21.29%

Results

- Nearly all hired to NTT
- Transfers to NTT were few but transferred due to lack of departmental support, grant funding or not needed for career advancement
- Length of service mean 11yrs with SD= 8.7
- How satisfied Mean 6.38/10, SD= 2.23
- Most common reason to come and to stay is academic environment and personal reasons
- 15% are passively or actively looking for a new position

Rank by most Important to least Important

1. Salary
2. Credit/compensation for teaching
3. Promotion
4. Job security
5. Unequal treatment of productive NTT vs. tenured faculty
6. Resources- administrative
7. Unequal treatment of NTT faculty between departments
8. Resources- research
9. Protected time for research
10. Misalignment of goals between SOM and hospitals/dept.
11. Use of NTT faculty
12. Inadequate annual reviews
13. Unclear role of CWRU vs departmental resources, funding, admin
14. Lack of peer support/networking/collaboration
15. Lack of opportunity to establish an independent career
16. other

Rank Order Dept Specific

- Clinical
 - Credit/compensation for teaching (top 3)
 - Administrative resources
 - Misalignment of goals between SOM and hospitals/dept.
 - Unclear role of CWRU vs departmental resources, funding, admin
 - Salary, promotion, protected time, inadequate departmental reviews
- Non clinical
 - Credit/compensation for teaching
 - Misalignment of goals between SOM and hospitals/dept.
 - Administrative resources
 - Job security
 - Salary
- CCLCM
 - Promotion
 - Credit/compensation for teaching
 - Administrative resources
 - Salary
 - Job security

Credit/compensation for teaching

- Problem across all NTT faculty- clinical and non-clinical
- Closely related to misalignment of goals
 - Hospital rewards high revenue generation- clinical
 - Teaching responsibilities limit research time- non-clinical
 - SOM rewards research and teaching
 - There seems to be no communication between the administrations
 - Teaching takes time and only “core faculty” are compensated
- Responses from NTT faculty at MetroHealth did not list this as a top concern
 - Salary/job security
 - Promotion
 - Misalignment of goals between SOM and hospitals/dept.

Academic Environment

- Most common reason to come to CWRU and to stay is academic environment
- Good opportunities for collaboration and teaching
- Core academic values of teaching and research have been lost. Business of medicine is more emphasized
 - Lack of mentoring
 - Lack of resources
 - Lack of funds
 - Lack of time
- Disengaged and disempowered re CWRU

Promotion

- 49% of respondents had been informed of requirements for promotion
- Varies greatly by department
 - High 83%
 - Low 12%
- Most faculty did not know about their department CAPT or if their department had one
 - High 39%
 - Low 0%

Recommendations

- Compensation for teaching
 - Hospitals, Departments and CWRU administration needs to come to an agreement
 - Clearly communicated with faculty
 - Rules for all departments and NTT faculty
- Role of CWRU in faculty life needs to be defined
 - Administrative resources
 - Research only? Strengthen the academic mission
 - Support research
- Common orientation process to SOM
 - Advancement/Promotion
 - How to access resources
 - Structure of institution
 - Model on successful departments
 - Mentor

Presentation of draft committee charge for SOM committee of the faculty on women and minority affairs (Jo Ann Wise)



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Background:

- In March 2017, Sana Loue, Vice Dean for Faculty Development and Diversity in the School of Medicine, gave a presentation to Faculty Council advocating formation of a new standing committee focused on women and minority faculty.
- Faculty Council voted unanimously to approve formation of the new standing committee.
- I volunteered to facilitate the process by meeting with Sana Loue and Amy Hise, President of the Women Faculty of the School of Medicine, to discuss and then write a proposed charge for the committee. The document before you today has been through many drafts.
- In accordance with Article 3.1 of the SOM Faculty Bylaws, the charge must be approved by the Faculty Council prior to election of committee members in accordance with its charge.


Approved by the Faculty of Medicine, XXXX-XXXX
CASE WESTERN RESERVE UNIVERSITY
SCHOOL OF MEDICINE
COMMITTEE ON WOMEN AND MINORITIES

Purpose and Responsibilities

The purpose of the Committee on Women and Minorities is to act in an oversight and advisory capacity to identify factors that have impeded progress towards improving the status of women and minority faculty and recommend ameliorative policies and actions to the School of Medicine (SOM) Faculty Council and Administration.

Specific charges: ¶

1. → Assess the quality of the environment for women and under-represented minority faculty members within the SOM through climate surveys targeted to these groups. Administrative support for these special surveys, as well as activities described below, will be requested from the Office of Faculty Affairs on an *ad hoc* basis. The results of these surveys will be reviewed with regard to facilitating the achievement of individual career goals, providing appropriate mentoring, etc. ¶
2. → Design and promote policies and programming to improve the representation, advancement and professional environment for women and under-represented minority faculty in consultation and/or collaboration with other SOM entities including but not limited to the Dean's office, the Office of Faculty Development and Diversity and the Women Faculty of the School of Medicine (WFSOM). ¶
3. → Contribute to increasing the number and/or percentage of women and under-represented minority faculty members, especially at the rank of full professor and in departmental and school-wide leadership positions, by sponsoring programming that encourages faculty members committed to advancing this goal to participate in faculty governance and to serve on search committees. ¶

4. → If no member of the committee is a voting member of Faculty Council, the committee chair or another member shall be designated to serve in an *ex officio* non-voting capacity. This individual shall attend each Faculty Council meeting for the purpose of identifying issues related to women and under-represented minority faculty. ¶
5. → To provide advice on a regular basis to the Faculty Council and Administration on policies and practices affecting women and under-represented minority faculty. Submit to the Faculty Council a comprehensive end-of-year report on the committee's activities and recommendations for the future. ¶
6. → At least once every five years, review the committee  charge and recommend changes as deemed appropriate. ¶

Membership: ¶



The Committee on Women and Minorities shall be composed of **nine** full-time members of the Faculty of Medicine, two who hold primary appointments in basic science departments, two who hold primary appointments in clinical departments and four elected at-large. Half of the members elected at-large shall be tenured or tenure track and the other half shall be non-tenure track faculty. Committee members shall be elected by a vote of the full-time faculty, with no more than two members from a single department. **A ninth voting member shall be appointed by the Dean**, who may also designate an appropriate administrative official to serve as an *ex officio* non-voting member. Additional *ex officio* members shall include the SOM Vice Dean for Faculty Development and Diversity, the President of the WFSOM, and others as shall be determined by the elected members of the committee. To ensure continuity, members shall serve staggered three-year terms. During the first election cycle, the candidate from each constituency with the highest number of votes shall serve an initial three-year term and the candidate with the second highest number of votes shall serve an initial two-year term. Members may stand for re-election and serve at most two consecutive terms. The Chair of the Faculty Council shall appoint one of the elected members to serve on an annual basis as chair of the Committee after soliciting recommendations from its members. ¶



Operation:



The committee shall hold face-to-face meetings at least six times per academic year and communicate regularly between meetings via e-mail. One member acting as a volunteer will record minutes of each meeting, which will be distributed and approved, with any agreed-upon modifications, within the following week.



Draft charge for ad hoc committee to study Faculty Council Representation Structure (Membership policies) (Phoebe Stewart)

Background: The School of Medicine delegates all powers not reserved to the Faculty of Medicine itself to Faculty Council (see SOM Bylaws Article 2 and Article 3.1). The membership policies that determine the composition of the SOM Faculty Council (see Article 3.2) were approved approximately 20 years ago, when the SOM was much smaller, and fewer departments required representation. The number of representatives that serve on Faculty Council (73 as of January 1, 2018) is anticipated to increase due to increasing numbers of academic departments at affiliate institutions.

Faculty Council will appoint an advisory ad hoc committee that will study the membership structure of this body, identify challenges facing the current structure and its practical implementation, and make recommendations to Faculty Council, if deemed necessary.

- 1) The Committee will be comprised of two faculty representatives from each institution (SOM, UH, VA, MHMC, CCCLM)
- 2) Committee members need not be current Faculty Council representatives, but current or past service on Faculty Council is deemed important for service on this committee
- 3) Committee representatives from each institution will be elected by current Faculty Council representatives from each institution, respectively



Draft charge for ad hoc committee to study Faculty Council Representation Structure (Membership policies) (Phoebe Stewart) (cont.)

- 4) Faculty Council representatives from each institution shall inform the Chair of Faculty Council the names of their two appointed representative by the end of March 2018
- 5) If this committee does not include at least two tenured and two non-tenure track faculty, then the Steering Committee reserves the right to appoint up to two additional faculty representatives
- 6) The ad hoc Committee will elect a Chair from among its members and inform the Chair of Faculty Council by April 15
- 7) The Committee will meet at least monthly and provide a report with recommendations to the Faculty Council Steering Committee by September 1, 2018 and with approval of the Steering Committee be placed on the agenda for the September 2018 Faculty Council meeting
- 8) The Committee will sunset in October 2018 after submitting its final report including comments from Faculty Council representatives



Faculty Senate Report

Jo Ann Wise

SOM senator on the Senate Executive Committee (Ex-Com)



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New Business

Reminders regarding Robert's Rules of Order

After a member has been recognized by the Chair, all remarks must be directed to the Chair

No member can speak twice on the same issue until everyone else wishing to speak has spoken once

Handling of a Motion

- A member makes a motion

- Another member seconds the motion

- The Chair states the motion and makes sure that the wording is clear

- The motion is open for debate

- The Chair puts the question to a vote



**Faculty Council Meeting
Draft Meeting Minutes**
Monday, January 22, 2018
4:00pm–5:30pm – BRB 105

4:00PM	Welcome and Chair's Comments	Phoebe Stewart
4:10PM	Approval of Faculty Council Draft Meeting Minutes for December 22, 2017 (attachment)	Phoebe Stewart
4:15PM	Chair-Elect Report of Steering Committee Activities	Phoebe Stewart
4:20PM	Presentation on Health Education Campus (attachment)	Jill Stanley
4:35PM	Presentation of SOM Bylaws Amendments Regarding Revised Charge for Bylaws Committee (attachment)	Jo Ann Wise
4:50PM	Request for topics from Faculty Council Members for the Third Meeting of the SOM Faculty with the Dean in the Spring	Phoebe Stewart
4:55PM	Review Draft Letter Regarding Faculty Compensation Concerns (Follow-Up from November Faculty Council Meeting (attachment)	Phoebe Stewart
5:10PM	Report by SOM Representative on the Faculty Senate Executive Committee	Jo Ann Wise
5:25PM	New Business	Phoebe Stewart
5:30PM	Adjourn	

Members Present

Timothy Beddow
David Buchner
Shu Chen
Justis Ehlers
David Friel
Sherine Ghafoori
Mahmoud Ghannoum
Aaron Goldenberg
Anna Maria Hibbs
Hung-Ying Kao
Robert Kelly
Kiranpreet Khurana
Jayme Knutson

Charles Malemud
Danny Manor
Raed Bou Matar
Jennifer McBride
Maureen McEnery
Jonathan Miller
Vincent Monnier
Kaine Onwuzulike
Nimitt Patel
P. Ramakrishnan
Nischay Rege
Bradford Richmond

Aparna Roy
Satya Sahoo
Jochen Son-Hing
Phoebe Stewart
Charles Sturgis
James Howard Swain
Melissa Times
Anna Valujskikh
Jo Ann Wise
Michael Wolfe
Nicholas Ziats
Richard Zigmond

Members Absent

Eli Bar	Barbara Freeman	Vicki Noble
Bryan Baskin	Supriya Goyal	Rod Rezaee
Tracey Bonfield	Stathis Karathanasis	Barbara Snyder
Sudha Chakrapani	Michael Licina	Susan Stagno
Gary Clark	Claire Michael	Patricia Thomas
Pamela Davis		

Others Present

Robert Bonomo	Brian D'Arza	Nicole Deming
Joyce Helton		

Welcome and Chair's Comments (Phoebe Stewart)

Phoebe Stewart, Chair of Faculty Council, called the meeting to order at 4:00PM. She provided a brief summary of the agenda items. Sudha Chakrapani, Chair-Elect of Faculty Council, was unable to attend today's meeting. Dr. Stewart gave the Steering Committee Report on her behalf.

The third meeting with SOM faculty and Dean Davis will be held this spring. As required by the SOM Bylaws, Faculty Council sets the agenda for this meeting and half is open forum. Once the date is chosen, Faculty Council will discuss topics for that meeting. Today we will also be reviewing/editing a draft letter from Richard Zigmond on faculty compensation concerns, and Jo Ann Wise will provide a report on the Faculty Senate Executive Committee.

Faculty Council elections will be held in May. We will be accepting nominations for candidates for Chair-Elect of Faculty Council, Faculty Council Steering Committee, and the SOM Nomination and Elections Committee (NEC). Those nominees for Chair-Elect of Faculty Council must be coming to the end of their first year in Faculty Council, with two years remaining. If they are elected Chair-Elect, their second year will be as Chair Elect, third year as Chair, and fourth year as Past Chair. There are five open positions (one-year term) on the Steering Committee. All representatives that will be on Faculty Council next year are eligible to run for a seat on Steering Committee. Steering Committee members may serve consecutive terms. There are openings for two clinical candidates on the Nomination and Elections Committee who will serve the duration of their terms as Faculty Council members. Those interested in any of these positions should contact Phoebe Stewart via e-mail.

In Dean Davis' monthly meeting with Phoebe Stewart, she asked her to bring to the attention of Faculty Council the bundled package that will affect funds flow in the university, on which the Faculty Senate will vote. This issue is very prominent on the Dean's mind and she wants us to be educated about it. Members of the SOM Committee on Budget, Finance and Compensation and SOM Senators will be meeting with Matthew Lester, Senior Associate Dean for Finance.

The bundled package includes the Arts & Sciences "Advising Fee" – tuition money; Distribution of Graduate Tuition – a fixed fee for students who are in one program and take courses outside of their program; and the Allocation of Central University Costs. Currently there are 37 drivers that contribute to this tax we pay every year making it hard to predict the annual amount. This proposal would reduce it to five-seven factors. According to the Dean, the SOM would benefit by proposed components 1 and 3, and lose on component 2. Overall, this could mean \$1.4 million per year to the SOM.

1 Dr. Stewart briefly summarized Roberts Rules of Order reminding the members how they are relevant
2 to the Faculty Council meetings.

3
4 **Approval of Faculty Council Draft Meeting Minutes for December 22, 2017 (Phoebe Stewart)**

5 Regarding the text relating to the name change for the Department of Nutrition, concern was raised
6 that the blanket statement in the first paragraph inferred that everything that followed was attributed
7 to other members of Faculty Council, but was, in fact, the opinion of the speaker. Nicole Demingwill e-
8 mail Dr. Hope Barkoukis for clarification of the credentials (PhD or Master's) of the registered
9 dieticians in the Department of Nutrition.

10
11 A motion was made and seconded to approve the minutes as amended. A vote was taken, 28 were in
12 favor, 2 were opposed, and 0 abstained.

13
14 **Chair-Elect Report of Steering Committee Activities (Phoebe Stewart)**

15 In Sudha Chakrapani's absence, Phoebe Stewart provided a summary of topics that were reviewed by
16 the Steering Committee at their last meeting. The committee reviewed the emeritus appointment
17 requests and SOM CAPT recommendations for equity in the promotion and tenure packets. They
18 reviewed presentations on the SOM Bylaws amendments, the revised charge for the Bylaws
19 Committee, and a presentation on the Health Education Campus. They considered and edited a draft
20 letter on faculty compensation concerns, and began drafting a charge for the ad hoc committee to
21 study the Faculty Council representation structure. Discussion took place on potential dates and times
22 (spring) for the third meeting of the SOM Faculty with Dean Davis, and possible topics for this meeting.

23
24 **Presentation on Health Education Campus (Jill Stanley)**

25 Jill Stanley, Associate Dean for Space and Facilities Planning, presented an update on the Health
26 Education Campus. The first and second floors will house the classrooms for all the schools and will
27 have a unique orientation. Each school will have its own quadrant for admissions. There will be rooms
28 that can be made available for interviewing and after hours for students to study.

29
30 A tiered lecture hall (capable of seating 236) has been designed to hold an entire class of first year
31 medical students (both college track and university track) at the same time. A capacity that currently
32 does not exist. This will open out into the south winter garden, which can be set up for refreshments
33 following seminars and other events.

34
35 Originally, the classrooms were to be two-tiered, but it was decided to keep them flat to provide more
36 flexibility. While they accommodate 32 students, they have the capacity to seat 50 to 55. Divider walls
37 will open up to allow approximately 100 students into the combined room.

38
39 Team based learning will have 25 tables for eight students each (an entire university track class will fit
40 in the room). There will be screens across one of the long walls in each room and ceiling microphones.
41 Oblong tables, instead of round, are being considered as better accommodating six students; for inter-
42 professional education, eight students would be assigned to a table. These rooms will also be used for
43 student testing (four students to a table).

44
45 The second floor contains small and medium group rooms. Along the west side of the building, Dental
46 will have two large flat-floored lecture halls, nursing will have bed labs and classrooms, and there will
47 be an Anatomy suite, currently in a program to be used by both the university and college track.

48
49 One entire wall of each room will be a whiteboard. We are currently having the AV team look at
50 options for interactive screens. CCLCM has developed curriculum with Microsoft, and we are asking
51 the AV Team if they can find another interactive screen that would provide the same functions. We

1 would then have Lerner College test it out to see if it would work to replace the surface hub Dr.
2 Mehta is helping to evaluate any of the options proposed to date.

3
4 Since window coverings were a concern because of all the additional glass walls, Dean Stanley assured
5 the council that blinds would be available for all the windows.

6
7 Interactive screens would provide everyone with the option to save their work. While student will still
8 have access to white boards, the interactive screens would provide the ability to capture and save
9 notes.

10
11 The construction team has been asked to expedite complete construction by the middle of December
12 2018. Activation means the installation of equipment, installation of furniture, AV testing, training,
13 and orientation for everyone is completed before people move in. Orientations will continue to be
14 scheduled as people move in. The actual move will start the beginning of May and go to early June in
15 2019. The Dental Clinic will be shutting down for the entire month of May so they can move
16 everything. The clinic re-opens in the beginning of June. Both CCLCM and the SOM have indicated
17 that they would like to move in early June.

18
19 Originally, 600 parking spaces were going to be reserved in the JJ Garage; this number has been
20 reduced to 500 with 100 now allotted for dental patients. Dental parking is adjacent to the clinic
21 itself. In addition to the 500 in the JJ garage, there will be additional, less-expensive parking at the
22 west campus. Since Cleveland Clinic parking costs are less than at Case, this lot would cost less if you
23 currently park in Veale or downstairs. A committee is tasked with moving out Cleveland Clinic
24 employees who currently park at the JJ Garage giving us the promised 500 spaces.

25
26 Bike racks will be available at JJ for students, faculty or staff. If you are based at HEC and have to come
27 back to main campus for meetings, courtesy parking will be available. Conversely, if you are based
28 here and have to go to HEC, courtesy parking will also be provided. Shuttle options are currently being
29 investigated. Preliminary information indicated that the Dean and President had committed to an
30 express or flyer route with pick-up points at the back side of Sears Tower. The route would go down
31 Chester to drop off, running from 8:00AM to 6:00PM, but this will change to accommodate the
32 medical school schedule. The route time would take between 15-19 minutes. Shuttle schedules may
33 have to be adjusted to accommodate first class start times, and this will be further explored.

34
35 Two stops on the express route (HEC, Sears Tower, Institute of Pathology), is a consideration, and
36 would extend the route time. It was noted that one bus may not be able to accommodate all potential
37 passengers, and two may be required. Another option would be an institute stop. A continuous
38 shuttle will run for the west campus with a projected route time of seven-eight minutes; an additional
39 shuttle will run during peak times.

40
41 Study data will be taken from this year to look at who is teaching, when they teach, and where they
42 are based, to get some sense of what the population is going to be. The option of driving to and from
43 main campus to HEC was offered as an alternative, but it may literally take the same amount of time as
44 taking the shuttle. The Uber for business option may prove to be a better choice than the shuttle.
45 Dean Stanley reminded everyone that faculty input is essential in order to accurately address
46 questions and concerns.

47
48 **Presentation of SOM Bylaws Amendments Regarding Revised Charge for Bylaws Committee (Jo Ann**
49 **Wise)**

50 Jo Ann Wise, Chair of the SOM Bylaws Committee, gave a brief overview of faculty governance to
51 provide background to those representatives who are new to Faculty Council.

1
2 The Bylaws Committee, one of the seven standing committees of the faculty of medicine, is the
3 committee originating these proposed amendments. The rationale for the amendments being
4 proposed today is to make the SOM Bylaws compatible with the updated Bylaws Committee charge,
5 which was approved by Faculty Council at its June 21, 2017 meeting.
6

7 Our current Bylaws state that amendments can be proposed by any of the following: a petition signed
8 by 20 or more SOM faculty members, the SOM Dean, or a majority vote by Faculty Council. The
9 Bylaws Committee, itself, will now be empowered to propose amendments to the bylaws, instead of
10 simply reviewing amendments from another source. The Faculty Council shall consider proposed
11 amendments, submitted by the Bylaws Committee to the Faculty Council by March 1, within the SOM
12 academic year (no later than June 30).
13

14 There is an extensive set of SOM Bylaws amendments currently pending with the Faculty Senate; these
15 should be approved on January 30. The Bylaws Committee is currently completing the five-year review
16 of the SOM Bylaws.
17

18 The proposed amendments specify that if no member of the Bylaws Committee is a voting member of
19 the Faculty Council, the Faculty Council Chair shall appoint one of the Bylaws Committee members to
20 serve as a non-voting ad hoc member. The proposed amendments also clarify that the Faculty Senate
21 representative to Faculty Council is non-voting. Non-voting members of Faculty Council are entitled to
22 participate in discussions but not to vote.
23

24 The Bylaws Committee advises and makes recommendations to the Faculty Council, and Faculty
25 Council must approve any amendments that come out of the five-year review.
26

27 A motion was made and seconded to approve the SOM Bylaws amendments revised charge for Bylaws
28 Committee Article 3.2b. There being no further discussion a vote was taken. 30 were in favor, 1 was
29 opposed, and 1 abstained. The motion passes.
30

31 A motion was made and seconded asking Faculty Council if they approve the SOM Bylaws
32 amendments revised charge for Bylaws Committee Article 6. There being no further discussion, a vote
33 was taken. 29 were in favor, 2 opposed and 0 abstained. The motion passes.
34

35 **Request for topics from Faculty Council Members for the Third Meeting of the SOM Faculty with the**
36 **Dean in the Spring (Phoebe Stewart)**

37 It is time to schedule the third meeting of the faculty of SOM with Dean Davis. Last year's town hall
38 meeting was held on Tuesday, April 7, from 7:30-8:45AM. The two options for this year are: Friday,
39 April 6 – 3:00-4:30PM, and Tuesday, May 1 -- 8:00-9:30AM.
40

41 A motion was made and seconded to vote on which date/time is preferred for the Dean's Town Hall
42 meeting -- Friday, April 6 – 3:00-4:30PM, or Tuesday, May 1 from 8:00-9:30AM. There being no
43 further discussion, a vote was taken. 18 voted in favor of Friday April 6 – 3:00-4:30PM; 8 voted in
44 favor of Tuesday May 1 – 8:00-9:30AM, and 6 abstained. The motion passes for Friday, April 6 – 3:00-
45 4:30PM.
46

47 Faculty Council members were requested to solicit input and possible topics for this meeting from
48 faculty in their departments. Phoebe Stewart must receive this information prior to February 5 in
49 order for it to be collated and discussed at the February 19 Faculty Council Meeting. It was suggested
50 that in order to guarantee time for questions and discussion, it might be wise to limit agenda items to
51 three or four topics.

Review Draft Letter Regarding Faculty Compensation Concerns (Follow-Up from November Faculty Council Meeting) (Phoebe Stewart)

As a follow-up from the November Faculty Council meeting, Richard Zigmond prepared a draft letter to the President and Provost regarding faculty compensation concerns. This letter was then reviewed and edited by the Faculty Council Steering Committee. The current draft version of the letter was sent to all Faculty Council representatives prior to today's meeting for review. Faculty Council plans to edit and finalize this letter today.

It was noted that the SOM financial equation is complicated by the fact that we pay for buildings we do not use (Tinkham-Veale). It is important that we have parity with other institutions in terms of faculty compensation. The comment was made, that if AAMC considers approximately 150 medical schools when determining their statistics and salary table, and CWRU is deemed to be in the top 25, why are we then compared to median AAMC salaries? Members also commented that while faculty are told that the SOM has no money, expenditures for large capital projects continue. The university gives the SOM money and extracts money from SOM. If the money coming in were increased, without going back out, we would have the money needed for raises. The suggestion was made that in order for us to know if raise increases are even a possibility, the fiscal health of the school needs to be known -- how are the limits set, how do we compare with similar schools, etc. It was suggested that Matthew Lester might be able to provide Faculty Council with additional information on these issues.

The senate has a discussion with the President every May to inform senate members about finances and there is always quite a bit of pushback. The schools are treated independently with separate management centers. The President claims that the Deans have the discretion to give better raises. A member stated that writing a letter indicating that the President is the problem will get an expected response that the discretion lies with the Deans.

Phoebe Stewart reported that in her meeting with Dean Davis, the Dean commented that pay compression is the term applied when the market-rate for a given job outpaces the increases historically given by the organization to high tenure employees. It occurs when there is only a small difference in pay between employees, regardless of their skills or experience.

Merit increases granted within a department are not 2% across the board. Both the Dean and the Chair have discretion. Faculty Council plans to review departmental metrics for merit increases. This only applies to the merit increase, not the incentive increases. The compensation plan applies only to people that are 100% CWRU paid. It was noted that some departments in the basic sciences would prefer have their Chair decide rather than adhere to a written metrics document.

A motion was made and seconded to approve the faculty compensation concerns letter as amended. There being no further discussion, a vote was taken. 21 were in favor, 1 was opposed, and 6 abstained. The motion passes.

There being no further items of business, the meeting was adjourned at 5:28PM.

Respectively submitted,

Joyce Helton

Suggested Topics for April 6, 2018 School of Medicine Faculty Meeting

Shared Governance in the SOM

There is a growing concern among the faculty that the Office of Research Administration has been operating in a rather insular fashion. Decisions about research priorities, major instrumentation purchases, and key faculty appointments are made without consultation with relevant faculty members. How does the Dean ensure that faculty opinions are sought and considered during decision-making processes? What new mechanisms can be put in place to provide feedback regarding the effectiveness of the Office of Research Administration?

Deleted: are

SOM Diversity

There is a concern among the faculty that the SOM Dean's office is not effective in the advancement of minorities and women in leadership positions. What metrics are we capturing and tracking in efforts to increase not only minority and women representation in leadership positions, but faculty at large, and how do these metrics compare regionally and nationally for top institutions? What formal steps are being taken to address the profound historical underrepresentation of minorities and women in leadership positions?

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Faculty Compensation

A significant number of faculty receive none or very little in terms of annual salary raises, translating to a de-facto erosion of compensation. Coupled with a continuous increase in health insurance premiums, many believe this reflects a trend whereby current faculty are demoralized, and the SOM is becoming less attractive for potential recruits. Do you have a plan for addressing pay compression and inversion?

Credit for Teaching for Non-Tenure Track Faculty

Many NTT faculty feel they are not being credited, nor rewarded, for intensive efforts in teaching and training. This translates to an ongoing frustration among those involved, and may reduce the quality of education at SOM. An adjustment of clinical duties should be provided for those teaching. Do you see a possible solution for this concern?

NTT Faculty Survey Results

JANE CORTEVILLE, M.D.

ASSOCIATE PROFESSOR OF REPRODUCTIVE BIOLOGY
DIRECTOR OF MACDONALD IMAGING, UNIVERSITY HOSPITALS

A solid orange horizontal bar spanning the width of the slide at the bottom.

AD Hoc committee on the non tenured faculty was tasked with gathering information regarding the strengths, concerns, challenges of the NTT faculty (80% of faculty).

Committee

- Members Mark Aeder, MD, Atiye Nur Aktay MD, David Aron, MD, MS, Colleen Croniger PhD, Raed Dweik MD, Stephen Fink, PhD Kimberly Gecsi MD, Marisa Herran MD, Nancy Ivansek PA-C MA, Jennifer Levin PhD, Karen Lidsky MD, Claire Michael MD, Lynda Montgomery MD, Attila Nemeth, MD Tarun Podder, PhD Jeffrey Renston MD, Mark Schickendantz MD, Thomas Sferra MD, Melissa Times MD, Pamela Wearsch PhD
- Chair- Jane E. Corteville, MD
- Co Chairs Ann Hanna-Mitchell PhD, Thomas Gerken PhD
- Faculty Liaison- Nicole Deming, JD, MA

Qualtrics Survey

- Dates of survey- 3/1 to 6/1 2017
- 344 responses- 28%
- 63% of people who started completed
- Institutions
 - CWRU 41
 - UH 93
 - CCF 52
 - VA 17
 - MH 56
 - Other 6
- Degree- MD- 62.4% , PhD 21.29%

Results

- Nearly all hired to NTT
- Transfers to NTT were few but transferred due to lack of departmental support, grant funding or not needed for career advancement
- Length of service mean 11yrs with SD= 8.7
- How satisfied Mean 6.38/10, ~~Se~~D= 2.23
- Most common reason to come and to stay is academic environment and personal reasons
- 15% are passively or actively looking for a new position

Rank by most Important to least Important

1. Salary
2. Credit/compensation for teaching
3. Promotion
4. Job security
5. Unequal treatment of productive NTT vs. tenured faculty
6. Resources- administrative
7. Unequal treatment of NTT faculty between departments
8. Resources- research
9. Protected time for research
10. Misalignment of goals between SOM and hospitals/dept.
11. Use of NTT faculty
12. Inadequate annual reviews
13. Unclear role of CWRU vs departmental resources, funding, admin
14. Lack of peer support/networking/collaboration
15. Lack of opportunity to establish an independent career
16. other

Rank Order Dept Specific

- Clinical
 - Credit/compensation for teaching (top 3)
 - Administrative resources
 - Misalignment of goals between SOM and hospitals/dept.
 - Unclear role of CWRU vs departmental resources, funding, admin
 - Salary, promotion, protected time, ↓ inadequate departmental reviews
- Non clinical
 - Credit/compensation for teaching
 - Misalignment of goals between SOM and hospitals/dept.
 - Administrative resources
 - Job security
 - Salary
- CCLCM
 - Promotion
 - Credit/compensation for teaching
 - Administrative resources
 - Salary
 - Job security

Credit/compensation for teaching

- Problem across all NTT faculty- clinical and non-clinical
- Closely related to misalignment of goals
 - Hospital rewards high revenue generation- clinical
 - Teaching responsibilities limit research time- non-clinical
 - SOM rewards research and teaching
 - There seems to be no communication between the administrations
 - Teaching takes time and only “core faculty” are compensated
- Responses from NTT faculty at MetroHealth did not list this as a top concern
 - Salary/job security
 - Promotion
 - Misalignment of goals between SOM and hospitals/dept.

Academic Environment

- Most common reason to come to CWRU and to stay is academic environment
- Good opportunities for collaboration and teaching
- Core academic values of teaching and research have been lost. Business of medicine is more emphasized
 - Lack of mentoring
 - Lack of resources
 - Lack of funds
 - Lack of time
- Disengaged and disempowered re CWRU

Promotion

- 49% of respondents had been informed of requirements for promotion
- Varies greatly by department
 - High 83%
 - Low 12%
- Most faculty did not know about their department CAPT or if their department had one
 - High 39%
 - Low 0%

Recommendations

- Compensation for teaching
 - Hospitals, Departments and CWRU administration needs to come to an agreement
 - Clearly communicated with faculty
 - Rules for all departments and NTT faculty
- Role of CWRU in faculty life needs to be defined
 - Administrative resources
 - Research only? Strengthen the academic mission
 - Support research
- Common orientation process to SOM
 - Advancement/Promotion
 - How to access resources
 - Structure of institution
 - Model on successful departments
 - Mentor

Approved by the Faculty of Medicine, XXXX-XXXX
CASE WESTERN RESERVE UNIVERSITY
SCHOOL OF MEDICINE
COMMITTEE ON WOMEN AND MINORITIES

Purpose and Responsibilities:

The purpose of the Committee on Women and Minorities is to act in an oversight and advisory capacity to identify factors that have impeded progress towards improving the status of women and minority faculty and recommend ameliorative policies and actions to the School of Medicine (SOM) Faculty Council and Administration.

Specific charges:

1. Assess the quality of the environment for women and under-represented minority faculty members within the SOM through climate surveys targeted to these groups. Administrative support for these special surveys, as well as activities described below, will be requested from the Office of Faculty Affairs on an *ad hoc* basis. The results of these surveys will be reviewed with regard to facilitating the achievement of individual career goals, providing appropriate mentoring, etc.
2. Design and promote policies and programming to improve the representation, advancement and professional environment for women and under-represented minority faculty in consultation and/or collaboration with other SOM entities including but not limited to the Dean's office, the Office of Faculty Development and Diversity and the Women Faculty of the School of Medicine (WFSOM).
3. Contribute to increasing the number and/or percentage of women and under-represented minority faculty members, especially at the rank of full professor and in departmental and school-wide leadership positions, by sponsoring programming that encourages faculty members committed to advancing this goal to participate in faculty governance and to serve on search committees.
4. If no member of the committee is a voting member of Faculty Council, the committee chair or another member shall be designated to serve in an *ex officio* non-voting capacity. This individual shall attend each Faculty Council meeting for the purpose of identifying issues related to women and under-represented minority faculty.
5. To provide advice on a regular basis to the Faculty Council and Administration on policies and practices affecting women and under-represented minority faculty. Submit to the Faculty Council a comprehensive end-of-year report on the committee's activities and recommendations for the future.
6. At least once every five years, review the committee's charge and recommend changes as deemed appropriate.

Membership:

The Committee on Women and Minorities shall be composed of **nine** full-time members of the Faculty of Medicine, two who hold primary appointments in basic science departments, two who hold primary appointments in clinical departments and four elected at-large. Half of the members elected at-large shall be tenured or tenure track and the other half shall be non-tenure track faculty. Committee members shall be elected by a vote of the full-time faculty, with no more than two members from a single department.

A ninth voting member shall be appointed by the Dean, who may also designate an appropriate administrative official to serve as an *ex officio* non-voting member. Additional *ex officio* members shall include the SOM Vice Dean for Faculty Development and Diversity, the President of the WFSOM, and others as shall be determined by the elected members of the committee. To ensure continuity, members shall serve staggered three-year terms. During the first election cycle, the candidate from each constituency with the highest number of votes shall serve an initial three-year term and the candidate with the second highest number of votes shall serve an initial two-year term. Members may stand for re-election and serve at most two consecutive terms. The Chair of the Faculty Council shall appoint one of the elected members to serve on an annual basis as chair of the Committee after soliciting recommendations from its members.

Operation:

The committee shall hold face-to-face meetings at least six times per academic year and communicate regularly between meetings via e-mail. One member acting as a volunteer will record minutes of each meeting, which will be distributed and approved, with any agreed-upon modifications, within the following week.

Background:

- In March 2017, Sana Loue, Vice Dean for Faculty Development and Diversity in the School of Medicine, gave a presentation to Faculty Council advocating formation of a new standing committee focused on women and minority faculty.
- Faculty Council voted unanimously to approve formation of the new standing committee.
- I volunteered to facilitate the process by meeting with Sana Loue and Amy Hise, President of the Women Faculty of the School of Medicine, to discuss and then write a proposed charge for the committee. The document before you today has been through many drafts.
- In accordance with Article 3.1 of the SOM Faculty Bylaws, the charge must be approved by the Faculty Council prior to election of committee members in accordance with its charge.


Approved by the Faculty of Medicine, XXXX-XXXX
CASE WESTERN RESERVE UNIVERSITY
SCHOOL OF MEDICINE
COMMITTEE ON WOMEN AND MINORITIES

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3. → Contribute to increasing the number and/or percentage of women and under-represented minority faculty members, especially at the rank of full professor and in departmental and school-wide leadership positions, by sponsoring programming that encourages faculty members committed to advancing this goal to participate in faculty governance and to serve on search committees. ¶

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6. → At least once every five years, review the committee  charge and recommend changes as deemed appropriate. ¶

Membership: ¶



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DRAFT COMMITTEE CHARGE
2/8/2018

School of Medicine Faculty Council

Ad hoc committee to study the Faculty Council Representation Structure (Membership policies)

Background: The School of Medicine delegates all powers not reserved to the Faculty of Medicine itself to Faculty Council (see SOM Bylaws Article 2 and Article 3.1). The membership policies that determine the composition of the SOM Faculty Council (see Article 3.2) were approved approximately 20 years ago, when the SOM was much smaller, and fewer departments required representation. The number of representatives that serve on Faculty Council (73 as of January 1, 2018) is anticipated to increase due to increasing numbers of academic departments at affiliate institutions.

Faculty Council will appoint an advisory ad hoc committee that will study the membership structure of this body, identify challenges facing the current structure and its practical implementation, and make recommendations to Faculty Council, if deemed necessary.

- 1) The Committee will be comprised of two faculty representatives from each institution (SOM, UH, VA, MHMC, CCCLM)
- 2) Committee members need not be current Faculty Council representatives, but current or past service on Faculty Council is deemed important for service on this committee
- 3) Committee representatives from each institution will be elected by current Faculty Council representatives from each institution, respectively
- 4) Faculty Council representatives from each institution shall inform the Chair of Faculty Council the names of their two appointed representative by the end of March 2018
- 5) If this committee does not include at least two tenured and two non-tenure track faculty, then the Steering Committee reserves the right to appoint up to two additional faculty representatives
- 6) The ad hoc Committee will elect a Chair from among its members and inform the Chair of Faculty Council by April 15
- 7) The Committee will meet at least monthly and provide a report with recommendations to the Faculty Council Steering Committee by September 1, 2018 and with approval of the Steering Committee be placed on the agenda for the September 2018 Faculty Council meeting
- 8) The Committee will sunset in October 2018 after submitting its final report including comments from Faculty Council representatives

What Is Green Dot At CWRU?

Evidenced-based, comprehensive bystander intervention prevention program addressing sexual assault, domestic violence, stalking, and other harassment (Power Based Personal Violence). The training equips individuals to: recognize warning signs, develop intervention options, proactively change norms. A national CDC funded evaluation of Green Dot found 50% reduction in the frequency of violence in high schools & 20% in colleges (Cook-Craig, et al. 2014).

Why Do We Need Green Dot At CWRU?

Green Dot Addresses An Assessed Need According To The 2015 Campus Climate Survey Of CWRU Students:

- 2/3rds of undergrad women experienced some form of sexual harassment on campus
- 34.2% of students had witnessed a drunken person heading for a sexual encounter
 - 73% said they did nothing in response
- 15.8% of students have witnessed something sexually violent or harassing at CWRU
 - 50% of these students did nothing in response (Cantor et al., 2015)

How Does Green Dot Work At CWRU?

Green Dot is a skills based training that teaches the 3Ds of Bystander Intervention in a practical way. Green Dot also fosters collaboration across our University Community. The Green Dot executive team partners with staff, faculty, & students across campus who have been trained in the Green Dot Strategy to deliver educational interventions & messages.



The Impact Of Green Dot At CWRU

Green Dot
CWRU

Trained To Date

**Staff & Faculty -
350 in 9 Months
Students -
105 in 2 Months**

Who Makes Up Our Exec Team?

Members From: Title IX, FSM Center for Women, Graduate Studies, Greek Life, International Affairs, The Office for Civic Engagement & Learning, College of Arts & Sciences, & Office of Student Conduct

Green Dot On Campus

New addition to the School of Nursing Orientation and Department Information Materials

Part of the Diversity 360 Deeper Dive Sessions with Graduate Students

Featured Session in the SJI Fall Leadership Conference & Spring Social Justice Teach In

Who Has Been Trained?

UCHS, Nursing School, 1-2-1 Fitness, SAC, Deans Council, Student Affairs, Social Justice Institute, Academic Affairs, Provost's Office, Train the Champion, Career Services, general Council, Facilities, Dental School, SAGES, Graduate Students 360 Deep Dive, Provost Scholars

Who Are Our Facilitators?

Members From: LGBT Center, Office of Multicultural Affairs, Student Affairs, UHCS, Residents Life, First Year Experience

Interested In Hosting A Green Dot Training Or Want To Learn More? Email us at [greendot@case.edu](mailto:green dot@case.edu) or follow us on Social Media [@CWRUGreenDot](https://twitter.com/CWRUGreenDot)!

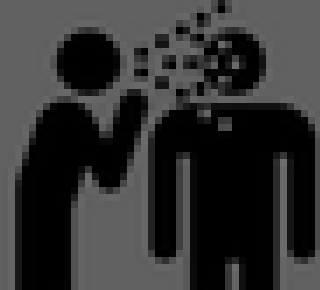


The Foundations Of Green Dot At CWRU



STEP

1



RECOGNIZE HARMFUL SITUATIONS

Be observant of when someone is making a choice to use power based personal violence to harm someone.

EXAMPLES

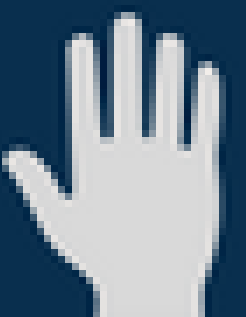
Physically harming or intimidating a partner

Having sex with someone without their consent



STEP

2



ACKNOWLEDGE BARRIERS

It can be hard to intervene when we want to. It's important to recognize what barriers might keep us from reacting.

EXAMPLES

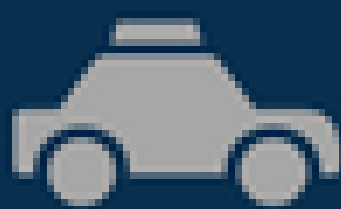
Fear for your own personal safety

Friends with the couple that is fighting



STEP

3



BE REACTIVE

Know all about the three reactive D's and how to intervene even with those barriers

EXAMPLES

DIRECT

Check In:
"Are You Okay?"

DELEGATE

Call
Campus
Police

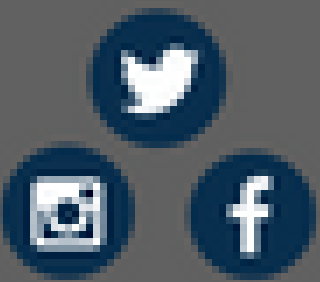
DISTRACT

Spill A
Drink On
Them



STEP

4



BE PROACTIVE

Create a campus environment that does not tolerate power based personal violence

EXAMPLES

Talk to
someone about
Green Dot &
how to get
involved

Share a post on
social media
about anti-
violence &
Green Dot