

**Faculty Council Meeting**  
**Draft Meeting Minutes**  
Monday, January 28, 2018  
4:00-5:30PM – BRB 105

4:00PM	Welcome and Chair's Comments	Sudha Chakrapani
4:05PM	Approval of Minutes from the December 17, 2018 Meeting	Sudha Chakrapani
4:07PM	Steering Committee Activities Report	Sudha Chakrapani
4:10PM	Bylaws Presentation	Darin Croft
4:40PM	Annual Report from the Lecture Committee	Neil Greenspan
4:50PM	Discussion of Ad Hoc Committee's Report	Cynthia Kubu
5:20PM	Report on Faculty Senate Activities	Danny Manor
5:25PM	New Business	
5:30PM	Adjourn	

**Members Present**

Corinne Bazella  
Tracey Bonfield  
David Buchner  
Cathleen Carlin  
Sudha Chakrapani  
Shu Chen  
Gary Clark  
Pamela Davis  
Travis Cleland  
Brian D'Anza  
Piet de Boer  
Philipp Dines  
Jennifer Dorth  
William Dupps

Beata Jastrzebska  
Hung-Ying Kao  
Stathis Karathanasis  
David Katz  
Allyson Kozak  
Cynthia Kubu  
Suet Kam Lam  
Maria Cecilia Lansang  
Charles Malemud  
Danny Manor  
Jennifer McBride  
Judith French  
Monica Gerrek  
Mahmoud Ghannoum

Maureen McEnery  
Vincent Monnier  
Vicki Noble  
P. Ramakrishnan  
Satya Sahoo  
Scott Simpson  
Jochen Son-Hing  
Phoebe Stewart  
Charles Sturgis  
James Howard Swain  
Daniel Sweeney  
Carlos Trombetta  
Anna Valujskikh  
Richard Zigmond

### **Members Absent**

Robert Bonomo  
Sherine Ghafoori  
Anna Maria Hibbs  
Hannah Hill  
Zachary Grimmett  
Laura Kreiner

Varun Kshetry  
Rekha Mody  
Clifford Packer  
Nimitt Patel  
Hilary Petersen  
Ben Roitberg

Barbara Snyder  
Patricia Thomas  
Melissa Times  
Krystal Tomei  
Kristin Voos

### **Others Present**

Nicole Deming  
Joyce Helton

### **Chair Announcements (Sudha Chakrapani)**

Sudha Chakrapani, Chair of Faculty Council, called the meeting to order at 4:00PM and briefly outlined the agenda items that would be addressed at the meeting.

Dean Davis will hold a town hall meeting on February 14 to provide an update on the transition to the new Health Education Complex. Dr. Chakrapani welcomed Dr. Charles Malemud to the Faculty Council Steering Committee as its newest member. Dr. Eli Bar has agreed to chair the Nomination and Elections Committee.

A procedural issue regarding the petition proposing amendments to the SOM bylaws has been brought to Dr. Chakrapani's attention. Thirty full-time and two part-time faculty signatures are on the petition and, to date, the names have not been publicly disclosed. While releasing the names does provide transparency, and an approach for clarification if the committee should require one, the issue of whether or not the names of the petitioners can remain undisclosed is currently under consideration.

Dr. Chakrapani clarified that only the procedure is being discussed today, not the content of the petition. Article 6 makes the point that a proposed amendment of the bylaws must be accompanied by the rationale for the changes. She noted that only the proposed amendments would be forwarded for consideration and not the petition with the signatures. The floor was then opened for discussion.

Several of the petitioners were asked what was behind their reason for maintaining confidentiality, to which they replied why would it be necessary for their names to be known. If the names of those petitioners not wishing to have their names disclosed were removed from the petition, the petition could still proceed as long as 20 signatures, of those who do not object to having their names disclosed, remained. The Faculty Affairs & HR Office has verified that the names on the petition are current faculty members.

Two practical issues are in evidence when considering the proposed amendments. If, at some point, clarification is required from the petitioners who proposed the changes, this can only proceed if you know who the petitioners are. Secondly, if this is brought to a vote in Faculty Council, it will basically be clarifying a bylaws rule and ultimately will require an amendment to the bylaws stating that signatories to a petition do not have to be revealed.

Faculty Council operates under Robert's Rules in order to promote open dialogue. Concern was raised that petitioners could anonymously propose amendments which could ultimately have a tremendous effect on the well-being of many of the faculty. There appears to be some real tension among faculty, and there are those who genuinely fear retribution.

It was noted that the term "anonymous" was inaccurate when used in regard to this petition. The names have been verified and checked, and, to date, remain confidential. It was clarified that the communications regarding issues (e.g. salaries) that were previously sent to Dean Davis were letters and not petitions.

A motion was made and seconded that in order for faculty members to propose an amendment to the bylaws their names have to be disclosed on the petition. There being no further discussion, a vote was taken. Do you approve the motion that a petition needs to be accompanied by the names of the signees to move forward. 27 were in favor, 8 were opposed, and 1 abstained. The motion passes.

Faculty who have already signed this petition, and wish to remove their names, will be permitted to do so.

#### **Approval of December 17 Faculty Council Meeting Minutes**

Dr. Chakrapani stated that while she verifies the vote tallies included in the meeting minutes, she does not verify the verbatim text. This committee is afforded the opportunity to amend the meeting minutes so that they are recorded appropriately. Several members indicated that they had issue with portions of the text and would like to submit edits to the meeting minutes for review by Faculty Council at the February meeting. The vote for the December 17 meeting minutes was then postponed until these changes can be incorporated and the edited version presented for approval.

#### **Steering Committee Activities Report**

At the Steering Committee's request, Sana Loue, Vice Dean for Faculty Development, presented an update on diversity and recruitment initiatives at the SOM. Draft presentations from Darin Croft on the Bylaws Amendments and the Annual Report from the Lecture Committee were reviewed and placed on the Faculty Council agenda. The committee reviewed the SOM CAPT recommendations for promotion and tenure to ensure that equality in standards had been applied in the assessments. Advice was provided to Dean Davis on Chair and Emeritus appointments.

#### **Bylaws Presentation (Darin Croft)**

Dr. Croft explained that part of the ongoing 5-years review has already been presented and approved by Faculty Council. Articles 3 and 4 will be addressed today. Article 5 and the Appendix will be reviewed at a later date.

3.4 -- Terms of office of Faculty Council representatives. "Re-elected" was changed to "stand for election". A motion was made to approve the amendments to Article 3.4. There being no further discussion a vote was taken. 27 were in favor, 1 was opposed and 2 abstained. The motion passes.

Article 3.5 Part 1 – addresses the pool from which the Faculty Council Chair could be selected. Add the text "among current members of the Faculty Council". This change is highly

advocated in order to make the bylaws consistent. A motion was made and seconded to approve the amendments to Article 3.5 Part 1. There being no further discussion, a vote was taken. 32 were in favor, 1 was opposed, and 1 abstained. The motion passes.

Article 3.5 Part 2 – It was suggested that instead of “requiring two candidates for Chair-elect”, to add the text that “the NEC shall strive to nominate at least two candidates for the position of Chair –elect”. A motion was made and seconded to approve the amendments to Article 3.5 Part 2. There being no further discussion, a vote was taken. 30 were in favor, 1 was opposed, and 4 abstained. The motion passes.

A motion was made and seconded to vote on Article 3.6a first. There being no further discussion a vote was taken. 28 were in favor 3 were opposed, and 0 abstained. The motion passes.

Article 3.6a -- Committees of Faculty Council. It was suggested that “the Steering Committee meetings shall be conducted according to Robert’s Rules of Order, Newly Revised edition”, should be added to the article. A motion was made and seconded to approve the amendments to Article 3.6a. There being no further discussion a vote was taken. 28 were in favor, 8 were opposed, and 1 abstained. The motion passes.

A motion was made and seconded to approve the amendments to Article 3.6c. There being no further discussion, a vote was taken. 23 were in favor, 7 were opposed, and 2 abstained. The motion passes.

Article 3.7 -- Meetings of Faculty Council. It was suggested that the text “A parliamentarian may be appointed by the Faculty Council Chair in order to facilitate the orderly transaction of business” be added.

It was noted that Nicole Deming’s role as Secretary of Faculty Council is not that of a parliamentarian. While she also could serve as Secretary and parliamentarian, it is perfectly acceptable for a different person to be parliamentarian. The qualifications for parliamentarian are up to the Chair. The person has to objectively be an expert on parliamentary procedure.

A motion was made and seconded to approve the amendments to Article 3.7d. There being no further discussion, a vote was taken. 20 were in favor, 13 were opposed, and 3 abstained. The motion passes.

Dr. Croft explained that the changes proposed are intended to flesh out and more clearly explain The Division of General Medical Sciences. In Article 4.7 – The Division of General Medical Sciences, the blue text is what is being added. No changes are being proposed in the process or status. The hope is to clarify this entity for new faculty coming in.

Centers are established to allow a mechanism for specialized groups of faculty to come together and work together. Not having a separate academic discipline required to establish a department, but having a strong common academic goal. Sometimes a center can evolve into a department (the Department of Neurosciences evolved into the Center for Human Genetics, then the Department of Genetics and Genome Sciences). There are also centers that have remained centers like the RNA Center and the Cancer Center. They serve as a mechanism for appointing faculty who are critical for the procurement of large grants and activities, but are faculty who do

not fit into an established department. The Cancer Center established core directors who would not have been accepted by basic science departments, but who are essential to the center and the securing of grants, and a mechanism to developing programs with the SOM.

A motion was made and seconded to approve the amendment to Article 4.7 by deleting “and with advice of the Faculty of Medicine”. There being no further discussion, a vote was taken. 32 were in favor, 3 were opposed, and 1 abstained. The motion passes.

A motion was made and seconded to approve Article 4.7. There being no further discussion, a vote was taken. 30 were in favor, 1 was opposed, and 1 abstained. The motion passes.

### **Annual Report from the Lecture Committee (Neil Greenspan)**

The Lecture Committee is comprised of five members: Matthias Buck, Kishore Guda, Diana Ramirez-Bergeron, Xinglong Wang and Neil Greenspan.

The Louis A. Bloomfield Memorial Lecture was held on October 10, 2018, with Andrew Read from Penn State as the featured speaker (invited by Neil Greenspan). Michael N. Hall, from the University of Basel (invited by Diana Ramirez-Bergeron) presented the H.M. Hanna Lecture in late October of last year with an estimated attendance of 100.

Speakers already slated for the 2019-2020 academic year are Wendell Lim (UCSF Center for Systems & Synthetic Biology – invited for the Bloomfield Lecture by Xinglong Wang); and Sheena Radford (University of Leeds – invited for the Hanna Lecture by Matthias Buck). Hans Clevers, from Utrecht University (invited by Kishore Guda), has been secured as speaker for the Hanna Lecture in 2020-2021.

The new endowed lecture policy has been a current area of focus for the Lecture Committee. . A whole series of endowed lectureships are sitting idle. The current initiative is to open these up for faculty nominations and utilize these funds. The initial call for applications for a series of lectureships (5) received virtually no response. The only application for an under-utilized fund was received from Dr. Yu, who was awarded up to \$5,900 from the Zella Hall Lecture Fund for the Pittsburgh Diffraction Conference in October, 2018.

The Lecture Committee would welcome any ideas to increase faculty participation in nominating candidates for unused lectureships. It was suggested that the Lecture Committee communicate with the Seminars Committees in different departments. Each of those seminar series has a guaranteed audience of at least 70 people. It is an embarrassment to both Case and our speakers when the turnout is poor.

From a scientific point, feedback from those people who met with Dr. Reed felt it had been worthwhile. All of these lectures are held on the SOM campus.

The intent is to target relevant hospital faculty in the various departments. To coordinate attendance, potential attendees need to be informed three months or more in advance. The SOM listing is currently used for distribution. The suggestion was made that targeted invitations be sent to relevant hospital departments to ensure better engagement.

A motion was made and seconded to accept the Annual Report from the Lecture Committee. There being no further discussion, a vote was taken. 33 were in favor, no one opposed, and no one abstained. The motion passes.

### **Discussion of Ad Hoc Committee's Report (Cynthia Kubu)**

Dr. Kubu continued her presentation from the January Faculty Council meeting by providing a brief recap highlighting the issues that had emerged from the Ad Hoc Committee report. The primary work product survey was developed using feedback from different faculty with a total response rate of 16%. MHMC experienced difficulty accessing the survey because of their firewall.

The current model C1 is primarily department-based and will grow as departments are added. Currently, there are 73 voting members on the Executive Committee. Model C2 is the senate model, which provides equal representation across the five sites. In the current model the VA has only one representative. Model C3 is the house model with proportional representation, and model C4 is the weighted CWRU model. Faculty who receive their primary compensation through the university would have a greater say. People working in the hospitals are primarily paid by the university.

Four hundred fifty-eight faculty responded. The Senate model proved to be the top choice with the weighted SOM/CWRU model coming in second. The work site was significantly related to the model for which participants voted. Joint faculty had joint appointments. While a voluntary survey with 16% response rate is hardly definitive, it does present data.

A number of representation principles came out of research. Conclusions showed that respondents indicated support (i.e. greater than >40% -- very important or extremely important) for the following:

- the ability to participate and vote in Faculty Council Meetings remotely (>50%)
- the option to have a proxy vote if a Representative is unable to attend a Faculty Council meeting
- the option to delay voting on specific issues for one day so that Faculty Council representatives can deliberate and consult with their constituents prior to casting a vote (>50%)
- Chair of Faculty Council is rotated among all sites
- term limits on Faculty Council
- Faculty Council works closely with administration (>50%)
- the current model of Faculty Council was the least preferred by all respondents
- the senate model was the most preferred model by the respondents
- the respondents choice of preferred model was related to their work site

Goals and underlying values to guide the work of the ad hoc committee were agreed upon early on in the meetings: the strength of Faculty Council was to be maintained; a representation model must be fair and transparent; endeavor to increase engagement in the SOM; and represent and advocate for all faculty. There must be special recognition for basic science needs and hospital faculty. It is up to Faculty Council to determine how to utilize the data that was collected e.g. what came up within the terms of the committee, how best to increase engagement and have more say in Faculty Council, and how to achieve a greater sense of unity. We need to brainstorm

back through what the model and the voice is. The decision to accept the senate model vs SOM weighted model would have to be examined in great detail, as the stakeholders are not the same.

A motion was made and seconded to pass the senate model. Discussion followed and questions were raised. What issues would come up to faculty with respect to any one of these models? We determine what departments are made academic, but we have no input whatsoever on CCLCM, MHMC, nor any input at the VA. A much more studious consideration of this is required. If the goal is to increase engagement, the models are the most simplistic way of seeing what it would look like. Individualizing which constituency we are talking about is the wrong direction to take the discussion.

The question was asked whether the information collected expanded upon why people do or do not feel engaged. Dr. Kubu replied that the qualitative data only indicates major themes. Nineteen percent of the survey respondents have been on Faculty Council.

Cleveland Clinic, the VA, and MHMC have very little in common. The administration, e.g. the medical school Dean and the Vice Dean for Research, play a very small role in these affiliated hospitals. The suggestion was made that it might be more prudent to create two faculty councils, one for basic science and one for clinical science. Unfortunately, we are not one united group. Cleveland Clinic representatives have stated on several occasions that much of what is currently being discussed in Faculty Council (e.g. salary) is not relevant to them.

We are not at a point to vote on these models. Thoughtful discussion is necessary before we dramatically restructure Faculty Council. The roots of what this body is supposed to be doing, and what it effectively does, with the diversity of institutions, has to be determined before the models can be considered. Basically, the models are for four administrative entities, making them very difficult to meld. One possibility is to break up Faculty Council into a model that deals with CWRU types of issues, and a medical education council involving everyone who teaches medical students.

The Dean agreed that it was premature to vote on these models, and that a lot more information is required. She proposed that she, or members of her team, come to Faculty Council to provide more in-depth knowledge about SOM as it relates to each of its affiliate hospitals and the faculty in basic sciences. CCLCM is subsidiary and we are, in fact, responsible for grants prosecuted at CCLCM. There are a number of things that interconnect not in education (research, in service, in the community). With respect to faculty, there are probably more commonalities than there are divisions. Geography is a big issue. While we are physically connected to UH, many things happened in the last few years with UH hospital administration that has pulled us apart from them.

Who pays is secondary to faculty function. The Cancer Center could not function without Cleveland Clinic, University Hospitals and the SOM. Not one or two of these could operate the kind of fantastic cancer center that we currently have. The Dean then asked that the members consider not yet changing the model but consider a mechanism of bringing the Faculty Council together in the 21st century to operate in a more effective and conclusive way.

A motion was made as a subsidiary motion to approve the senate model. It was not seconded and the discussion continued.

The Dean noted that this is not the only chance to vote on the models. The SOM has 13 basic science departments, Cleveland Clinic has 13, MHMC has 18, and UH has 16 bringing us fairly close to already having equal representation. The VA, because it has appointments through UH, does get shortchanged, having only one institutional representative. They could have more representation.

The statement was made that it seems that a tremendous amount of importance is being placed on the survey results and the acclaimed benefits of the model being advocated. Yet with only 16% of faculty responding, it does not provide sufficient feedback to draw any kinds of conclusions. There are situations when being face-to-face with peers and supporting arguments is very beneficial. Jennifer Dorth was then invited to withdraw her motion to vote on the senate model.

Dr. Kubu remarked that with respect to representation, the response rate is similar to other faculty surveys, and no responses were removed. MHMC and UH were underrepresented. The firewall at MHMC may have been one of the factors that limited generalizability

.  
She thanked the Dean for proposing her staff get involved with Faculty Council, educate us, and for taking an active role in this discussion. The ad hoc committee sunsets at the end of this month. The end of their charge will provide an opportunity for a different group to go forward and have a thoughtful discussion.

Dean Davis has offered to provide information at the next Faculty Council meeting. The suggestion was made to postpone the vote on the different models until more information is provided, and delay the action on the original motion until May of 2019.

A motion was made and seconded to postpone the vote on the senate model until May 2019. There being no further discussion, a vote was taken. 28 were in favor, 8 were opposed, and 2 abstained. The motion passes.

There being no further business to be addressed, the meeting was adjourned at 5:44PM.

Respectfully submitted,

Joyce Helton



# Meeting of the School of Medicine Faculty Council

January 28, 2019  
BRB 105 4:00 p.m.

Sudha Chakrapani, PhD, (Physiology and Biophysics), Chair

Gary Clark, MD, (MetroHealth), Chair-Elect

Phoebe Stewart, PhD (Pharmacology), Past-Chair

Nicole Deming, JD, MA, Assistant Dean For Faculty Affairs and Human Resources

Secretary of Faculty of Medicine



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## Faculty Council Meeting Agenda

- 4.00 PM Chair Announcements
- 4.10 PM Approval of Minutes from December 17<sup>th</sup>, 2018 meeting.
- 4.13 PM Steering Committee Activities Report (Sudha Chakrapani)
- 4.15 PM Bylaws presentation (Darin Croft)
- 4.45 PM Annual Report from the Lecture Committee (Neil Greenspan)
- 4.55 PM Discussion on Ad hoc committee's report (Cynthia Kubu)
- 5.25 PM Report on Faculty Senate activities (Danny Manor)
- New Business
- Adjourn



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## Chair Announcements

- Town Hall with Dean Davis on Thursday, February 14th, from 4pm - 5pm in the Wolstein Research Building Auditorium (room 1413). She and others will be providing a general update on the HEC.
- Dr. Charles Malemud is the new member on the Faculty Council Steering Committee.
- Dr. Eli Bar is the Chair of the Nominations and Elections Committee.



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## Chair Announcements

A petition proposing amendments to the SOM Bylaws was submitted to the Secretary of the SOM and Chair of Faculty Council as required by the Bylaws. Faculty Affairs verified all signatures were from current faculty (30 full time and 2 part time faculty).

Some of the faculty requested that their names not be forwarded as part of the petition.

The wording of the petition was forwarded to Bylaws on December 19th, while we looked into the issue of whether signatures can remain undisclosed.

Both our Bylaws and Robert's Rules of Order are silent on this matter. As this is the first time we have dealt with this issue, I am bringing it forward to Faculty Council for discussion and to vote on how to proceed for the future.

**A discussion of the content of the petition is not on the agenda today.**



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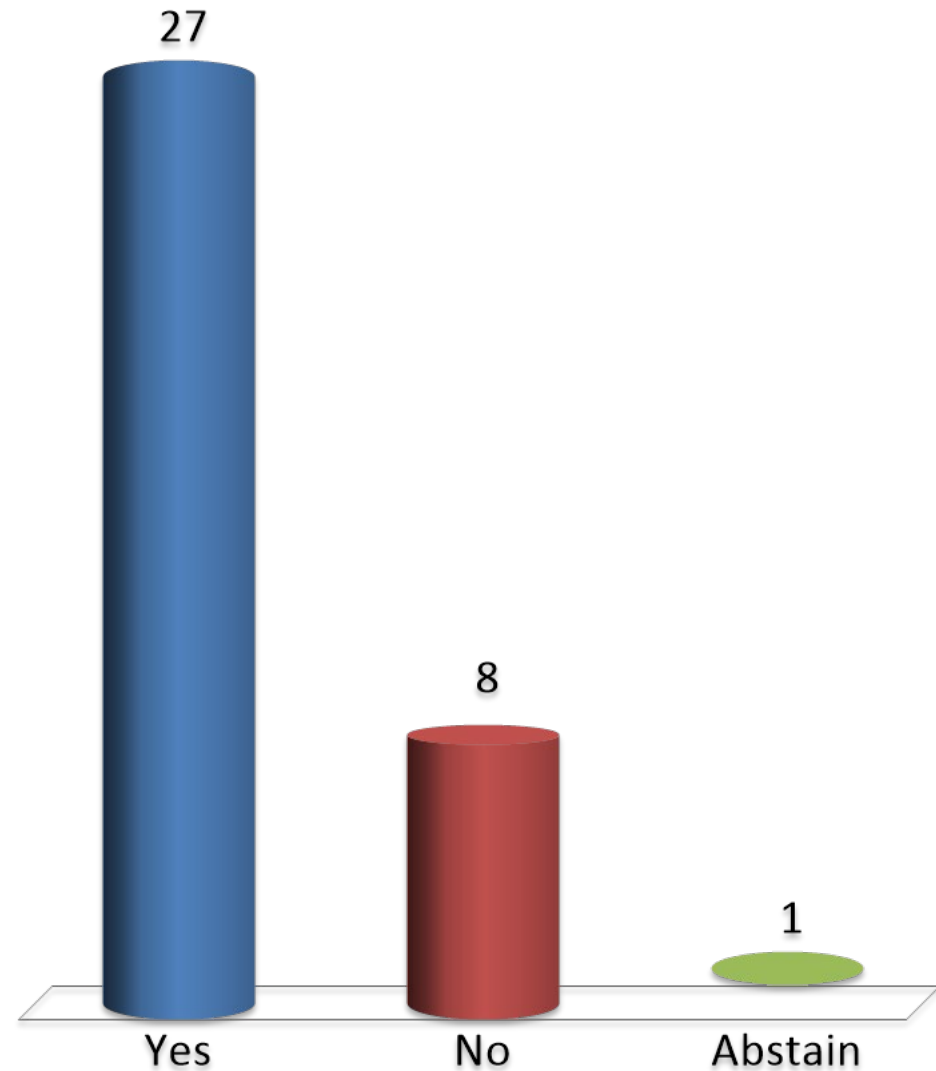
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Do you approve the motion that a petition needs to be accompanied by the names of the signees to move forward?

A. Yes

B. No

C. Abstain



**Approval of December 17<sup>th</sup> meeting minutes.**



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# Steering Committee Activities Report

## Meeting Date: January 7<sup>rd</sup>, 2019

**Members Present:** Sudha Chakrapani (Chair), Gary Clark (Chair-Elect), Phoebe Stewart (Past-Chair), Shu Chen, Cynthia Kubu, Danny Manor, Vincent Monnier, and Charles Malemud

- Sana Loue gave a presentation on diversity and recruitment initiatives at the SOM.
- Reviewed the draft presentation from Darin Croft on the Bylaws Amendments.
- Reviewed the draft presentation of the Annual Report from the Lecture Committee.
- Reviewed SOM CAPT recommendations for equity. These included faculty packets for promotion and tenure.
- Provided advice to the Dean on Chair appointments and Emeritus appointments.



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## **Amendments Discussion from the Bylaws Committee (Darin Croft)**



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# 5-Year Review

- Article 1: Purpose
- Article 2: Faculty of Medicine
- Article 3: Faculty Council

**Presented to Faculty Council**

- Article 4: Departments & Division of General Medical Sciences

**Today's proposals**

- Article 5: Appointments, Promotions, Tenure

- Article 6: Amendments

**To be  
presented later**

- Appendix 1: Qualifications & Standards for Appointments, Promotions, Tenure

# Article 3.4

## Original:

### Terms of Office of Faculty Council Representatives

Representatives may not serve consecutive terms but may be reelected after an absence of one year.

## Proposal (clarification):

### Terms of Office of Faculty Council Representatives

Representatives may not serve consecutive terms but may **stand for election** after an absence of one year.

# Article 3.5 (part 1)

## Original:

### Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the members who have at least two years of their terms remaining.

## Proposal:

### Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from  
**among current members of the Faculty Council.**

- Makes language compatible with amendments to Article 3.6b approved by Faculty Council in May 2018:

“The Nomination and Elections Committee shall nominate (1) candidates for the chair-elect of the Faculty Council from the eligible pool (*all current members, see Article 3.5*)...”

# Article 3.5 (part 2)

## Original:

### Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the members who have at least two years of their terms remaining. The chair-elect shall serve as vice-chair of the Faculty Council...

## Proposal (insertion):

### Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the members who have at least two years of their terms remaining. **The NEC shall strive to nominate at least two candidates for the position of chair-elect.** The chair-elect shall serve as vice-chair of the Faculty Council...

- Goal is to prevent a candidate from running unopposed for this important office. Language modified based on feedback from last Faculty Council meeting.

# Article 3.6a

## Original:

### 3.6 Committees of the Faculty Council

a. Steering Committee...The Steering Committee shall report all actions and recommendations to the Faculty Council. The Steering Committee shall act for the Faculty Council...

## Proposal (insertion):

### 3.6 Committees of the Faculty Council

a. Steering Committee...The Steering Committee shall report all actions and recommendations to the Faculty Council. **Steering Committee meetings shall be conducted according to Robert's Rules of Order, Newly Revised.** The Steering Committee shall act for the Faculty Council...

- Clarification: Article 3.7d stipulates that Faculty Council meetings are conducted according to Robert's Rules, but this was never explicitly stated for the Steering Committee.

# Article 3.6c

## Original:

... of the Nominating Committee...

... When a final list of candidates for the position of dean has been selected...

## Proposal (clarifications):

... of the **Nomination and Elections** Committee...

... When a final list of candidates for the position of dean has been **assembled**

# Article 3.7d

## Original:

### 3.7 Meetings of the Faculty Council

d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised. A quorum of the Faculty Council shall consist of...

## Proposal (insertion):

### 3.7 Meetings of the Faculty Council

d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised. [A parliamentarian may be appointed by the Faculty Council Chair in order to facilitate orderly transaction of business.](#) A quorum of the Faculty Council shall consist of...

- Echoes language in the Faculty Senate Bylaws.

## Original:

# Article 4.7

### 4.7 The Division of General Medical Sciences (DGMS)

DGMS was established in 1986 to provide an organizational home for primary appointments for faculty pursuing interdisciplinary research and educational objectives. DGMS is composed of centers headed by center directors who recommend faculty for appointment, promotion and tenure. The Dean of the School of Medicine shall serve as the Chair of DGMS and has discretion to establish or close individual centers. Faculty with primary appointments in DGMS shall retain their primary appointment in DGMS in the event of center closure. In all other regards DGMS is the equivalent to an academic department.

## Proposal:

- More detailed and accurate description, based on original documents.

### 4.7 The Division of General Medical Sciences (DGMS)

DGMS was established in 1986 and granted departmental status by the Board of Trustees. As such, DGMS has a representative to Faculty Council and a DCAPT. Faculty may hold a primary appointment in DGMS. DGMS is composed of specialized centers, each with budgetary autonomy, that allocate resources to support their educational, research, and scholarly activities. Each center is headed by a director who recommends candidates for faculty appointment, promotion and tenure and is responsible for conducting annual reviews of full-time faculty members. The Dean of the School of Medicine shall serve as the Chair of DGMS and shall appoint an advisory committee composed of three basic science and three clinical department chairs. DGMS centers may be established or closed by the Dean with the approval of the Advisory Committee and with advice of the Faculty of Medicine; these actions do not require approval of the Faculty Senate or the Board of Trustees. Faculty with primary appointments in DGMS shall retain their primary appointment in DGMS in the event of center closure. In all other regards, DGMS is the equivalent to an academic department.



# Article 4 title and 4.1

## Original:

ARTICLE 4 – DEPARTMENTS AND DIVISION OF GENERAL MEDICAL SCIENCES (DGMS)

### 4.1 Organization of Faculty into Departments and Division of General Medical Sciences (DGMS)

a. The Faculty of Medicine shall be organized into departments and DGMS... representing academic disciplines as specified in the Constitution of the University Faculty, Article VII, Sec. B.

## Proposal (deletions and corrections):

ARTICLE 4 – DEPARTMENTS ~~AND DIVISION OF GENERAL MEDICAL SCIENCES (DGMS)~~

### 4.1 Organization of Faculty into Departments ~~and Division of General Medical Sciences (DGMS)~~

a. The Faculty of Medicine shall be organized into departments ~~and DGMS~~... representing academic disciplines as specified in the ~~Faculty Handbook, Chapter 2 (Organization and~~ Constitution of the University Faculty), Article VII, Sec. B.

## Original:

# Article 4.2a (part 1)

## 4.2 Functions of Departments

a. Each department and DGMS shall provide a central administration for its academic disciplines. Each department and DGMS shall be responsible for the teaching in its discipline in the School of Medicine, through the core academic program's committee structure and the other units of the undergraduate medical curriculum and in the affiliated hospitals. Each department shall also allocate resources to execute powers and responsibilities concerning the faculty's educational, research, scholarly activities (Faculty Handbook, Chapter 2, Section B), and full freedom of scholarly investigation and publication of his or her findings (Faculty Handbook, Chapter 2, Section D).

## Proposal:

## 4.2 Functions of Departments

a. Each department and DGMS shall provide a central administration for its academic disciplines. Each department ~~and DGMS~~ shall be responsible for the teaching in its discipline in the School of Medicine, through the core academic program's committee structure and the other units of the undergraduate medical curriculum and in the affiliated hospitals. Each department shall also allocate resources ~~to support its educational, research and scholarly activities (Faculty Handbook, Chapter 2, Article VII, Section B), and full freedom of scholarly investigation and publication of his or her findings (Faculty Handbook, Chapter 2, Section D).~~

- First deletion makes department reference parallel with others
- Second deletion is redundant with Article 5.3: Academic Freedom.

# Article 4.2a-c

## Original:

### 4.2 Functions of Departments

- a. ...Each department shall plan and execute programs of research and of professional activity and shall train medical students, undergraduate students, and graduate students in its disciplines.
- b. ... “DCAPT”s ...
- c. ... paragraph 4.2(c)... Alternatively, department chairs may nominate a committee of at least three faculty members from among the primary full- time faculty (and other faculty) to serve as the committee.

## Proposal:

### 4.2 Functions of Departments

- a. ...Each department shall plan and execute programs of research and of professional activity and shall train medical students, graduate students **and, in some cases, undergraduate students** in its disciplines
- b. ... “DCAPTs” ...
- c. ... paragraph 4.2(**d**)... Alternatively, department chairs may nominate **a committee of** at least three faculty members from among the primary full- time faculty (and other faculty) to serve as the committee.

## Original:

# Article 4.2d

d. ...Department chairs shall not be present for DCAPT voting. Should a faculty member take advantage of the self-initiation process, the DCAPT chair shall invite the department chair as well as an advocate, selected by the candidate from among the CWRU faculty, to the meeting at which the self-initiated promotion or tenure award is discussed to provide the department chair and advocate with the opportunity to offer his or her perspectives. The advocate and department chair shall present separately and neither shall be present for the vote.

... whom she or he initiated for appointment, promotion, or tenure.

## Proposal (insertions, corrections):

- Improper use of self-initiate

d. ...Department chairs shall not be present for DCAPT voting. **If a department chair does not support a faculty member for promotion and/or tenure, the faculty member may self-nominate.** Should a faculty member take advantage of the **self-nomination** process, the DCAPT chair shall invite the department chair as well as an advocate, selected by the candidate from among the CWRU faculty, to the meeting at which the self-**nomination** for promotion or tenure award is discussed to provide the department chair and advocate with the opportunity to offer his or her perspectives. The advocate and department chair shall present separately and neither shall be present for the vote. **If the DCAPT does not recommend in favor of the promotion, a faculty member may self-initiate, as described in the Faculty Handbook (Chapter 3, Article I, Section I, Initiation of Recommendations).**

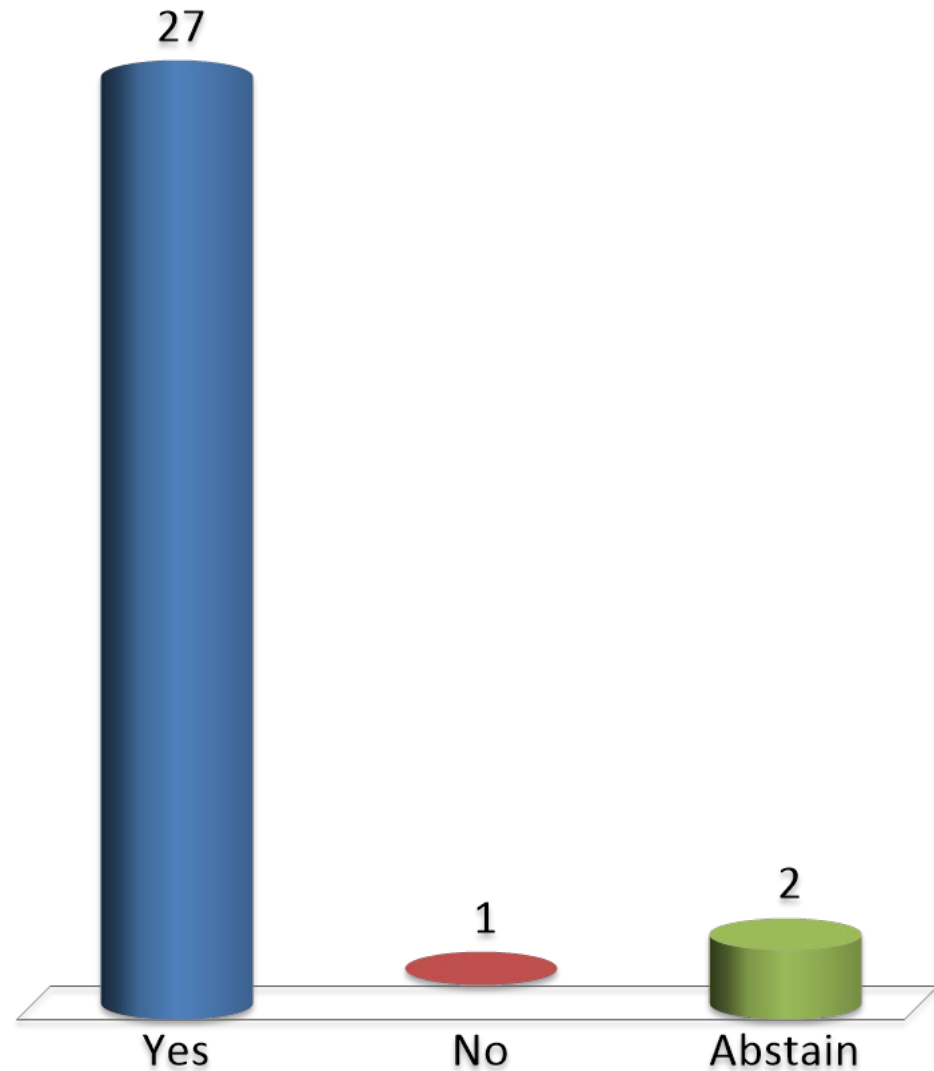
... whom she or he **nominated** for appointment, promotion, or tenure.

# Do you approve the amendments to 3.4

A. Yes

B. No

C. Abstain

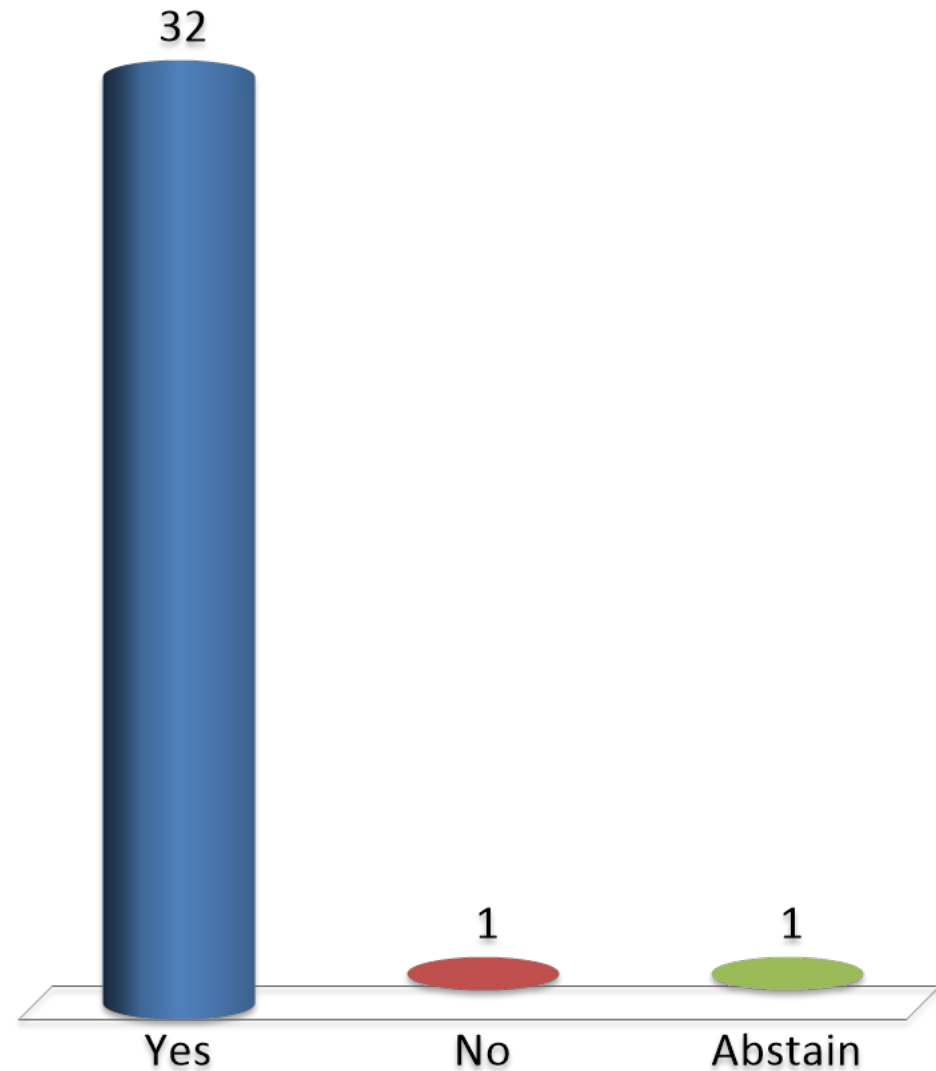


# Do you approve the amendments to 3.5 part1

A. Yes

B. No

C. Abstain

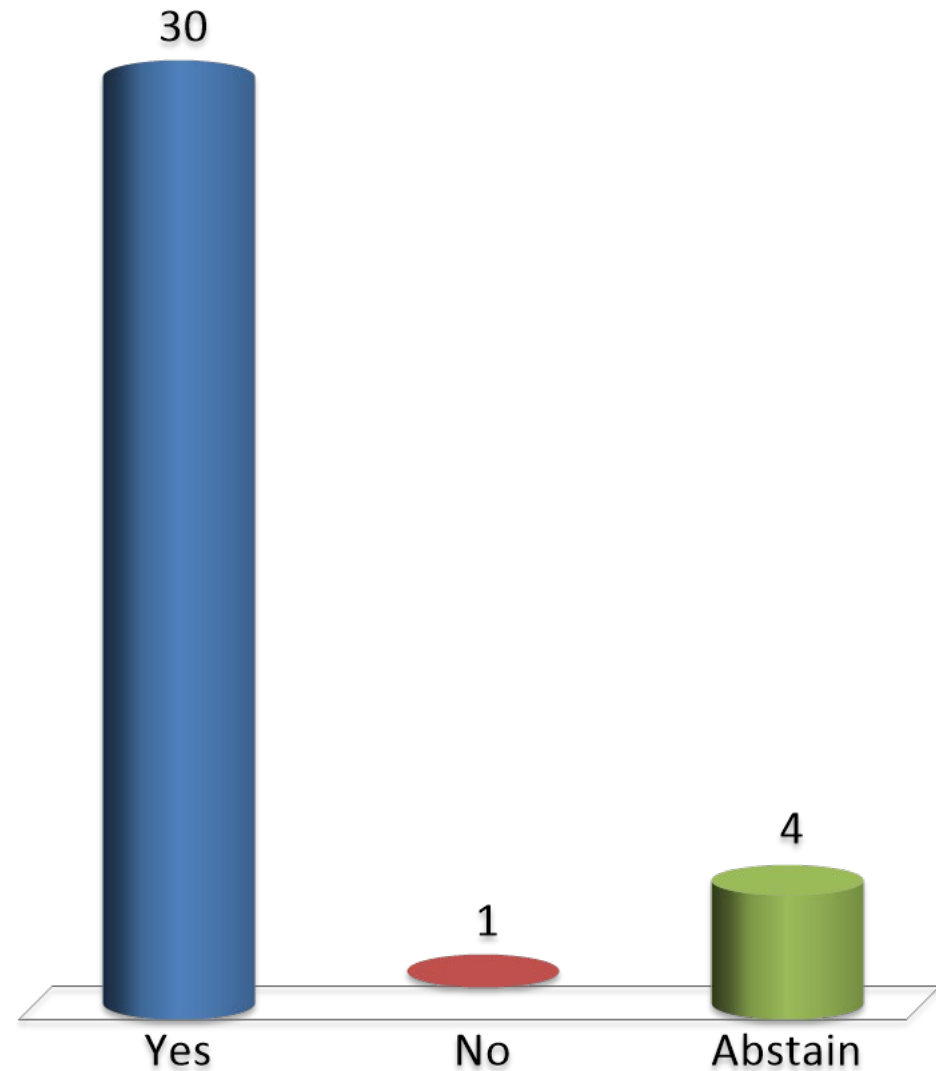


# Do you approve the amendments to 3.5 part 2

A. Yes

B. No

C. Abstain

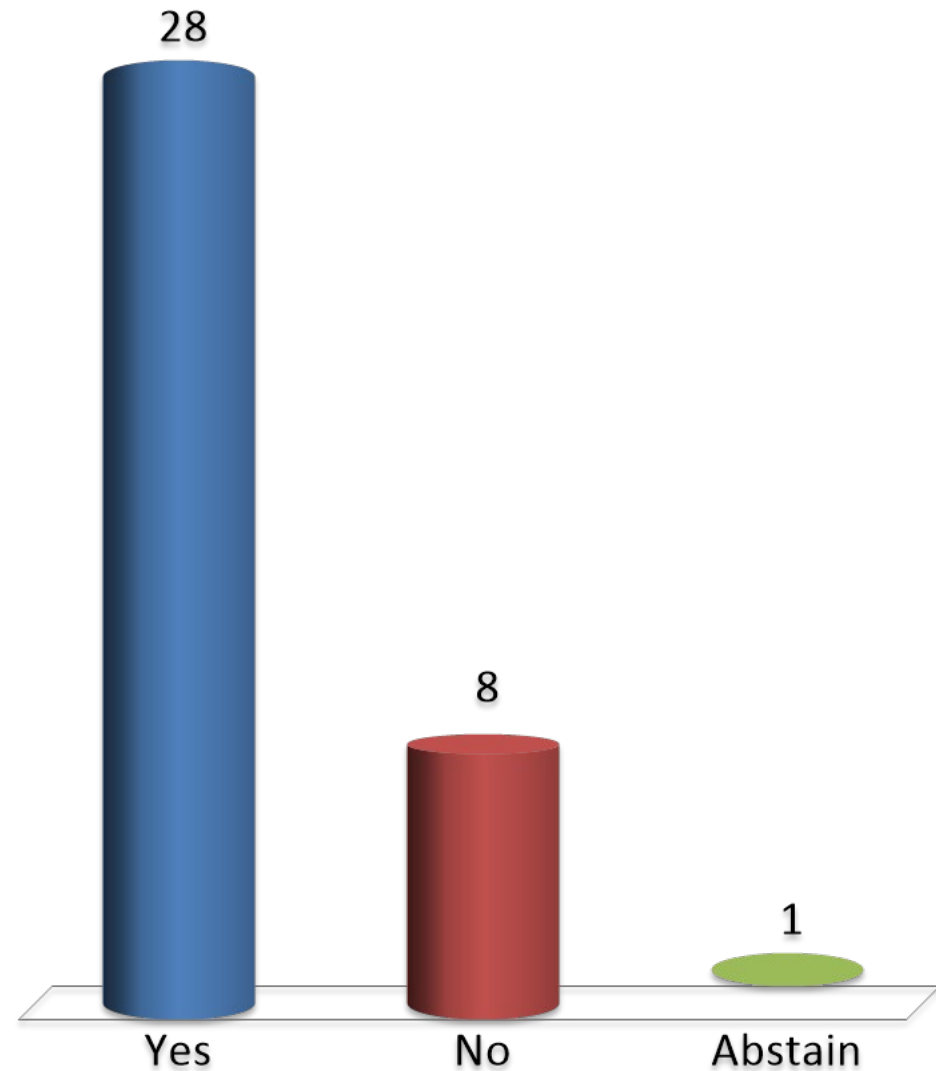


Do you approve the amendments to 3.6a

A. Yes

B. No

C. Abstain



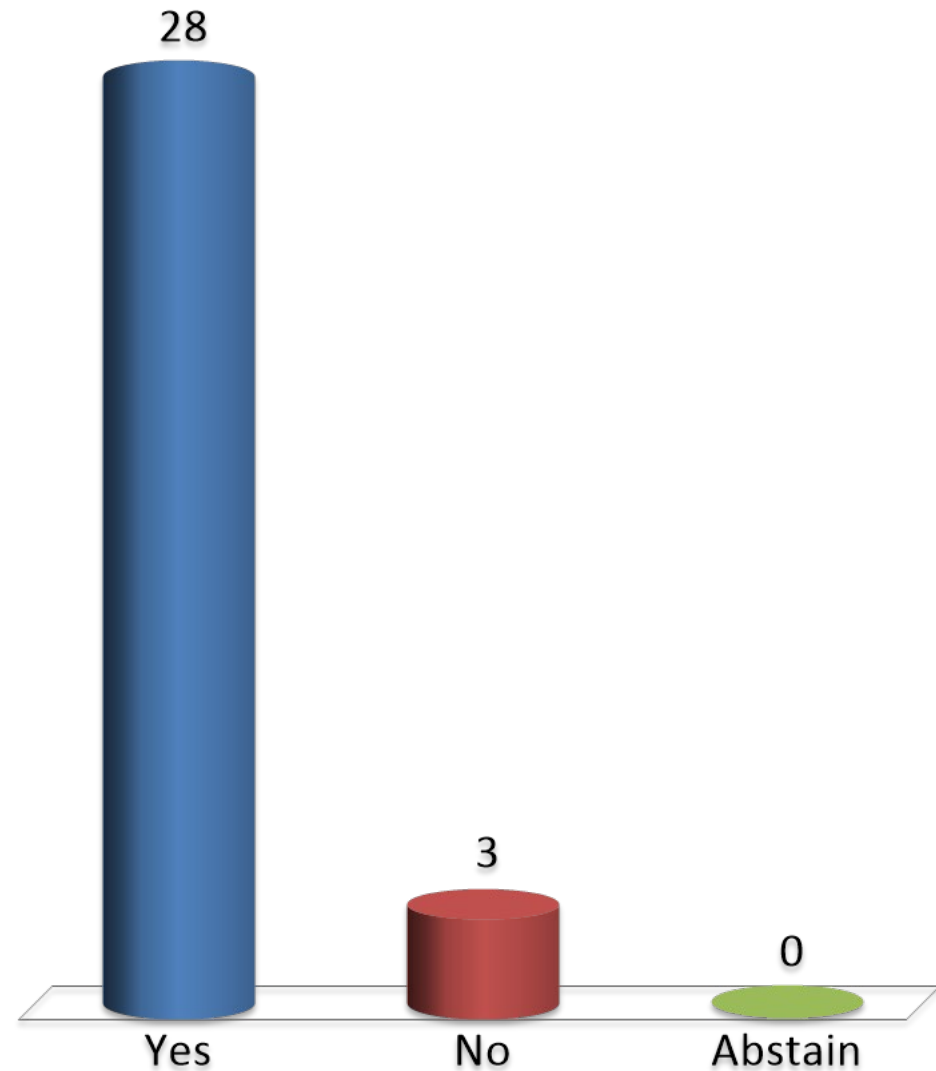


Do you approve the motion to vote on 3.6a first

A. Yes

B. No

C. Abstain

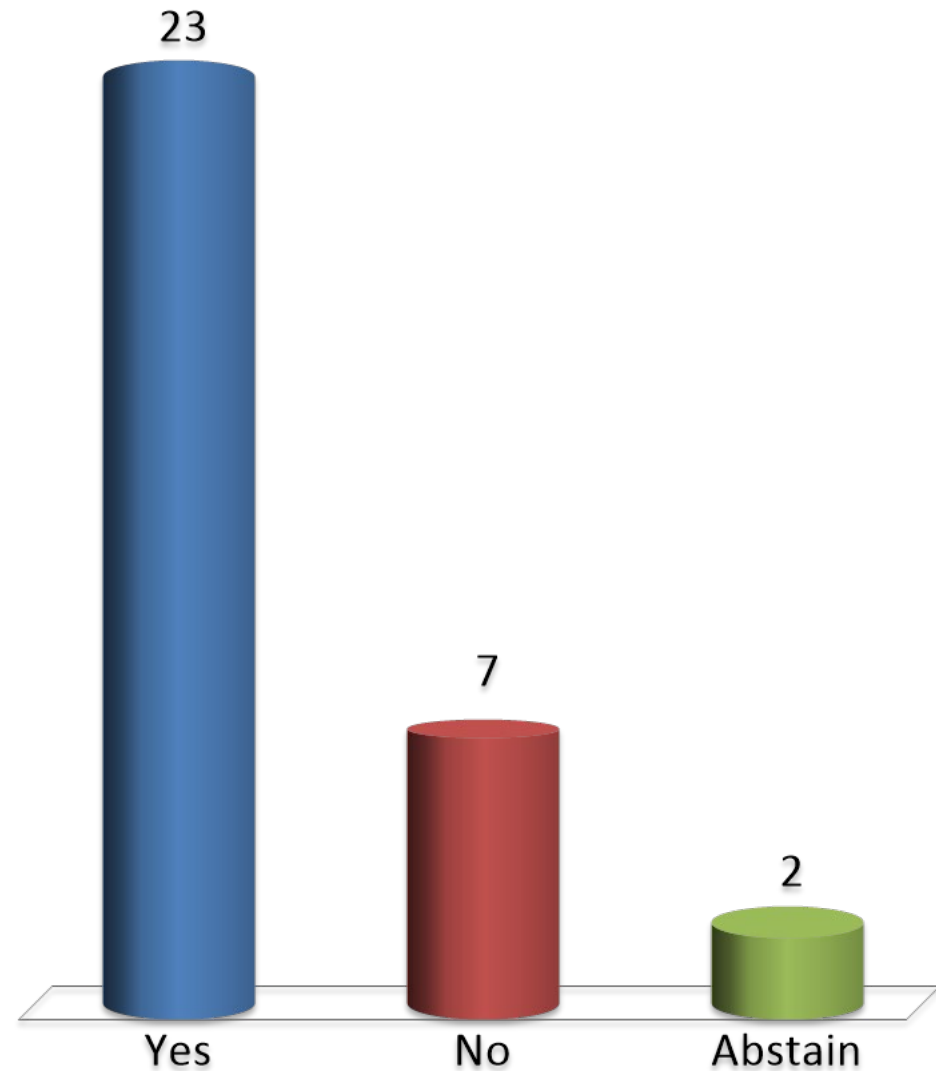


Do you approve the motion to amend 3.6c

A. Yes

B. No

C. Abstain

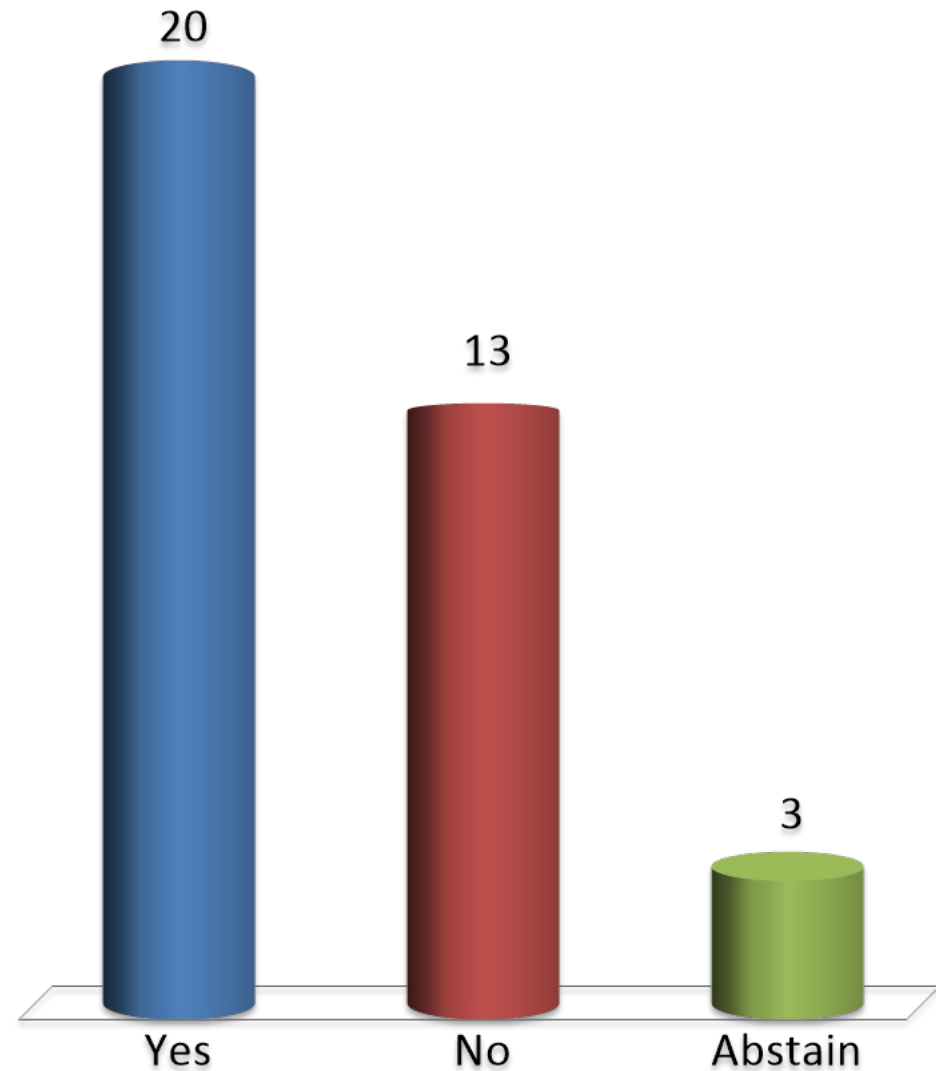


Do you approve the motion to amend 3.7d

A. Yes

B. No

C. Abstain

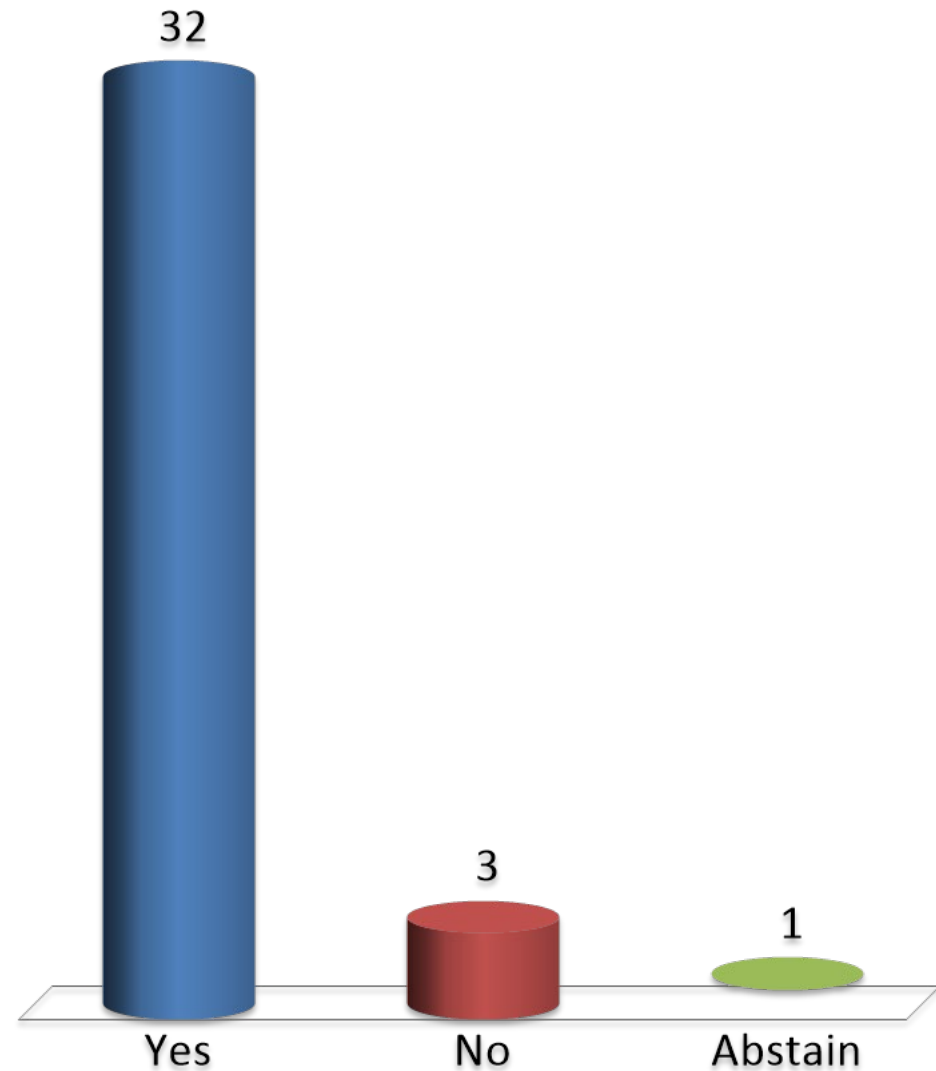


Do you approve the motion to delete “and with  
advice of the Faculty of Medicine”

A. Yes

B. No

C. Abstain

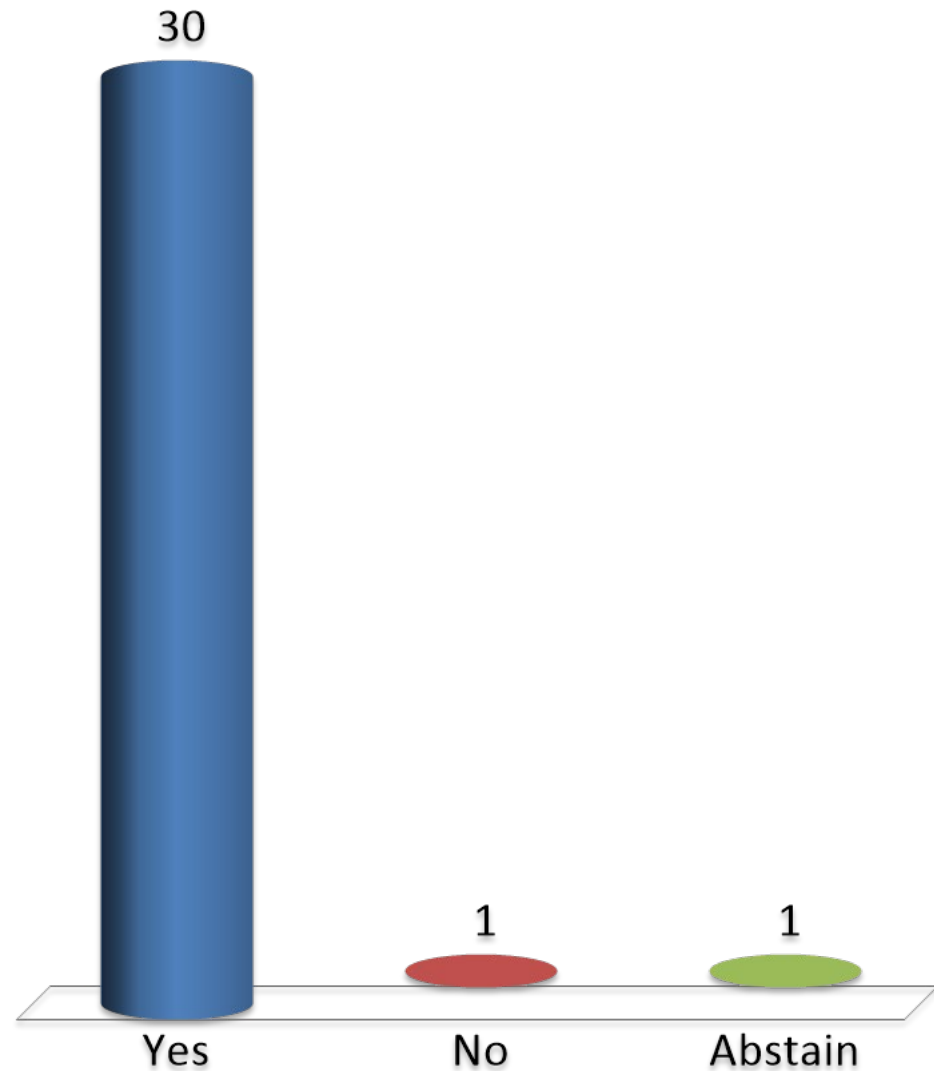


# Do you approve the motion to amend 4.7

A. Yes

B. No

C. Abstain



## **Annual Report from the Lecture Committee (Neil Greenspan)**

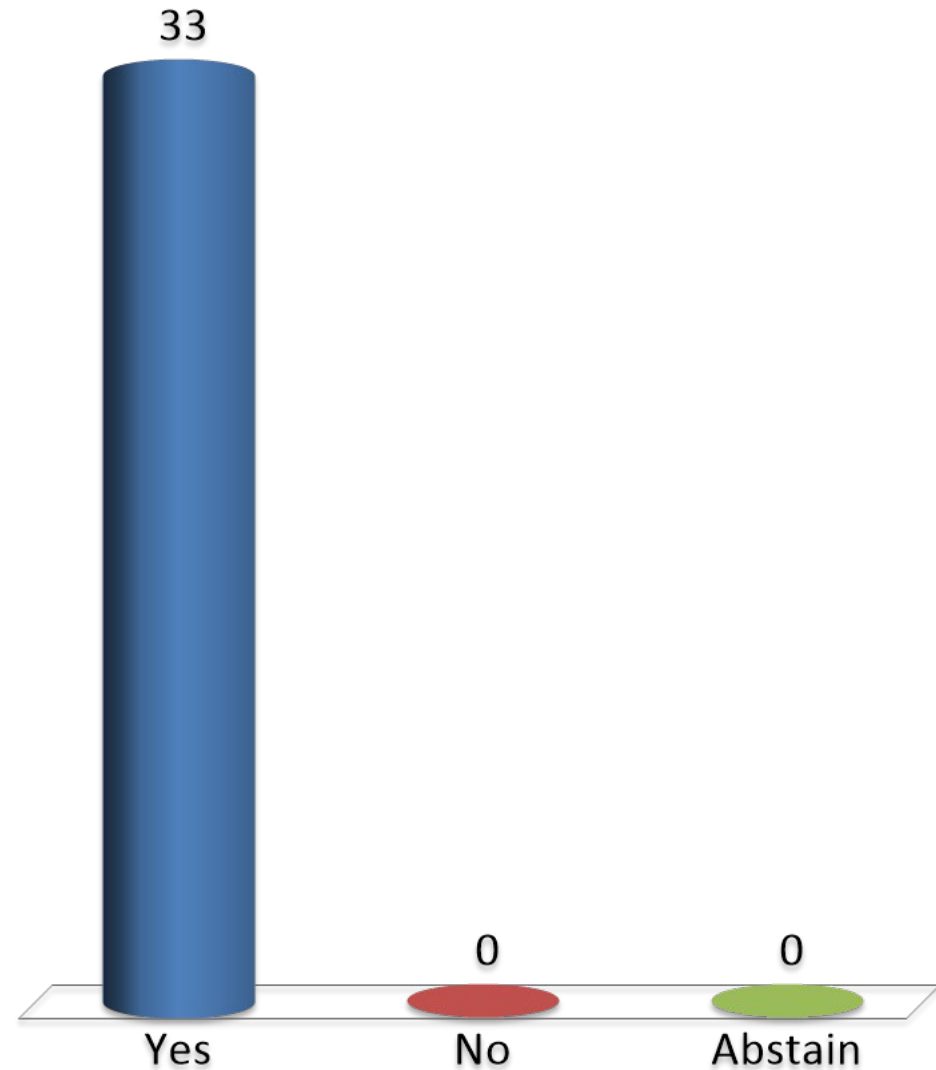


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# Do you accept the annual report from the Lecture Committee

- A. Yes
- B. No
- C. Abstain



## **Discussion on Ad Hoc committee's report (Cynthia Kubu)**



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# Report of the *ad hoc* Committee on Faculty Council Representation Structure

December 17, 2018

# *ad hoc* Committee Members

Cynthia Kubu, PhD, CLE Clinic, Chair

Sarah Augustine, MD, VA

Keshava Gowda, MD, CLE Clinic

Supriya Goyal, MD, MetroHealth

Alex Huang, MD, PhD, UH

Danny Manor, PhD, SOM Basic Sciences

Maureen McEnery, PhD, UH

Ronda Mourad, MD, VA

Nimitt Patel, MD, MetroHealth

Phoebe Stewart, PhD, SOM Basic Sciences

# History

- In February 2018, a motion was put forth to form an *ad hoc* committee to study faculty representation on Faculty Council (FC).
- In March 2018, FC voted in favor of forming the committee (Favor=30, Opposed=3, Abstain=1)

# Charge

- study the membership structure of this body,
- identify challenges facing the current structure and its practical implementation, and
- make recommendations to FC, if deemed necessary.

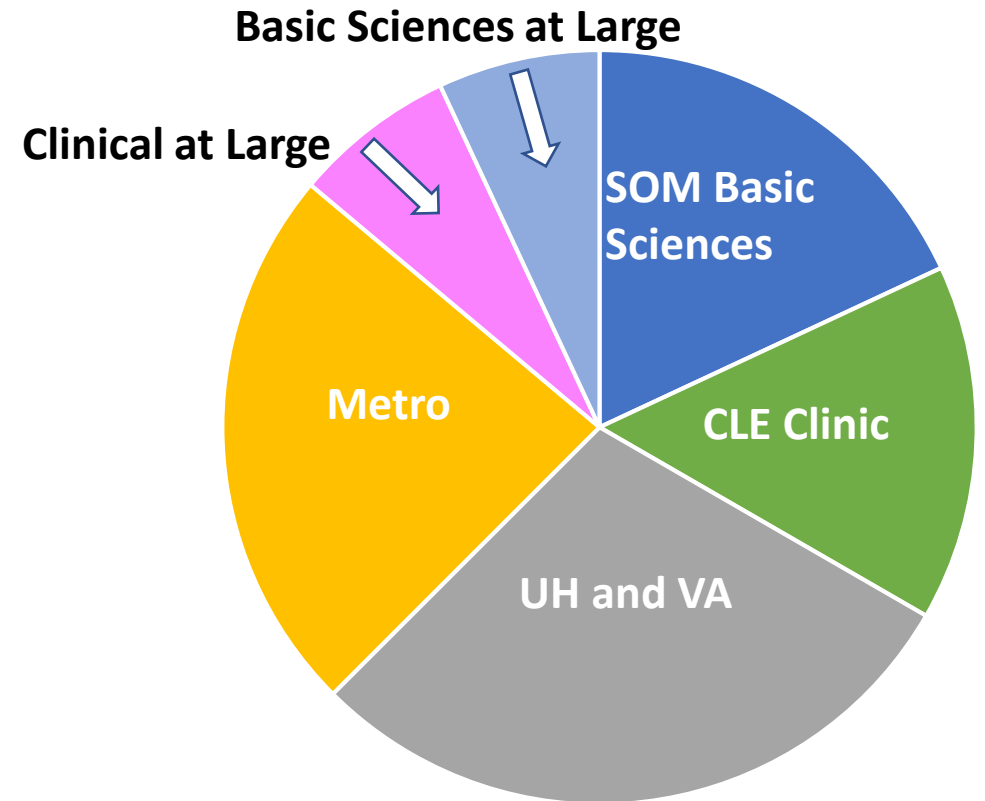
# Purpose of Faculty Council

The Faculty Council of CWRU School of Medicine (SOM) is the **governing body** of the Faculty of Medicine of the SOM. **The Faculty Council Representatives are the voice of the faculty** and help decide on matters of import to the SOM, advise the Dean on major changes in faculty and processes, and develop new initiatives.

# History

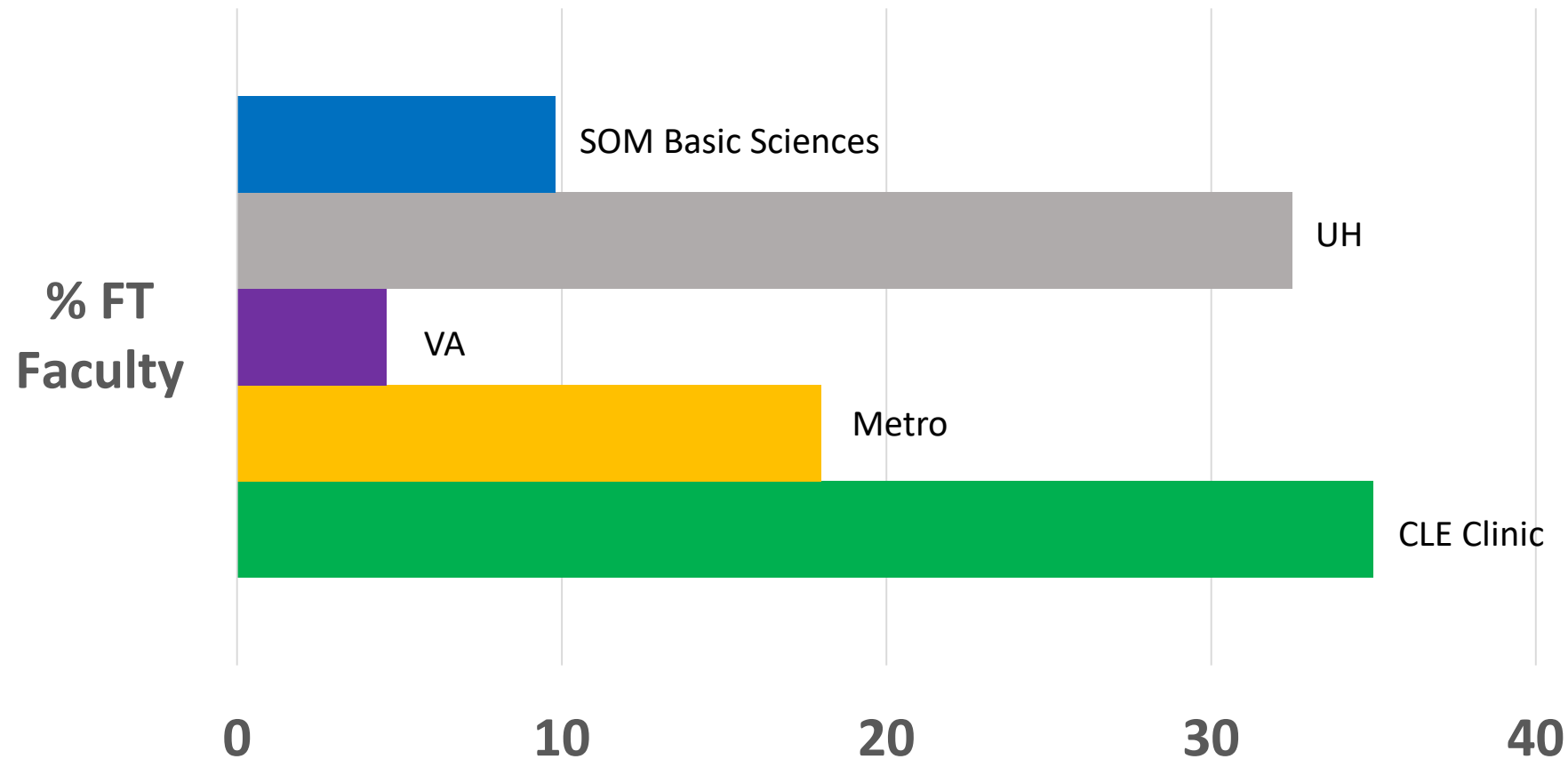
- **Current Model:** One representative per academic department; 10 at-large representatives (five Basic Sciences, five Clinical); four institutional representatives (UH, VA, Metro, CC); one past-chair.
- Total: 73 voting FC members.
- **Rationale for ad hoc Committee:**
  - Large size
  - Quorum
  - Geographic Issues

Figure 1. Percentage of Voting FC Representatives by Site

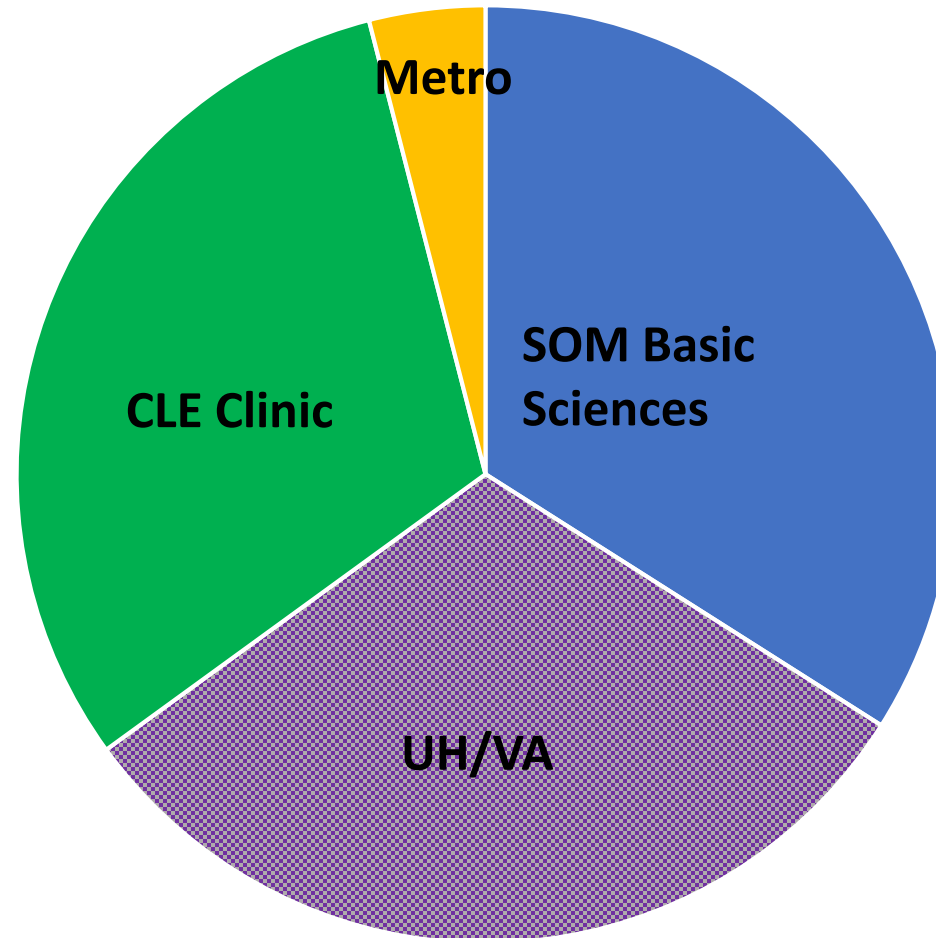


# Relevant Background

Faculty Council is a multi-institutional body that represents >2800 FT Faculty across five institutions



# % Federal Funding, 2018, Total: \$365M\*



SOM Basic Sciences

- Includes Pathology and Genetics
- Includes Case Comprehensive Cancer Center with UH and CCF

\*\$14 Million in  
VA Merit Awards  
not included

The *ad hoc* Committee voted 6 in favor and 3 opposed to including this slide

# Faculty Teaching

- Two data sets from the 2016-2017 academic year were reviewed. Neither provides a comprehensive view of the totality of teaching across the SOM faculty

## Classroom Teaching by FT Faculty

Estimated hours worked per faculty

- SOM Basic Sciences      14,794
- UH&VA                      23,826
- Metro                        NA
- CC                            NA

**\*Excludes:** clerkships, electives,  
Medical Education paid faculty, CCLCM

## Student Hours in Clinical Training

Estimated student contact hours for clinical training  
based on # students by clerkship and site

- All Hospital Faculty      78,887



# The *ad hoc* Committee agreed on the following Values to Help Guide our Work

- Preserve the strength of FC
- Increase engagement in the SOM
- Representation that fairly reflects all stakeholders
- A FC that advocates for all faculty
- Increased input into SOM decision-making process
- Increase faculty knowledge and involvement in FC process

The ad hoc Committee agreed early in our work (Sept 7; 8 in favor, 0 opposed) to recommend that FC should support the CWRU compensated faculty in establishing processes that will address issues unique to their needs (e.g., compensation, proposed department mergers).

# Methods

**Meetings:** 6/18, 7/5, 7/20, 8/24, 9/7, 9/28, 11/30, 12/7/2018

**Information Sessions:** 10/5,\* 10/15, 10/19, 11/8, 11/15 (\*quorum not met)

- Reviewed representation structures of current FC, CWRU Senate, and other top rated research medical schools (Harvard, Stanford, Washington University at St Louis, Vanderbilt, Einstein, Northwestern)
- Solicited open-ended input from Faculty regarding issues of importance in an email
- Hosted Information Sessions to get perspectives of Faculty in leadership across the city (the *ad hoc* Committee voted 7 in favor, 3 opposed)
- Constructed survey that addressed main issues
- Launched survey (Nov 8 with reminders on Nov 12, 16, and 20, 2018; the *ad hoc* Committee voted 6 in favor and 3 opposed to the survey content)

# Information Session Guests

- Christine Alexander, MD, Chair Family Medicine, MetroHealth
- Gary Clark, MD, Assistant Dean for Student Activities, MetroHealth
- Nicole Deming, JD, MA, Assistant Dean, Faculty Affairs and Human Resources, SOM
- Marjorie Greenfield, MD, Division Chief OB/GYN UH, Vice Chair Faculty Development SOM
- Cliff Harding, Chair Pathology, SOM, Chair Pathology UH
- Amy Hise, MD, MPH, Internal Medicine, VA
- Karen Horowitz, MD, Diabetes Program Chief, VA
- Bud Isaacson, MD, Executive Dean CCLCM, Cleveland Clinic
- Brian Mercer, MD, Chair OB/GYN, MetroHealth
- Usha Stiefel, MD, Section Chief Infectious Diseases, VA

# Data Analyses

- Qualitative: Open-ended questions were analyzed using standard Content analysis (Bauer, 2000). Content analysis is a well established method of analyzing qualitative data in which the raw data are reviewed and themes are identified to code the data. This method provides a way of summarizing the primary findings from large qualitative data sets.
- Quantitative: Descriptive statistics were conducted using SPSS v25

# Themes from emails and Information Sessions

- Faculty are committed to a career in academic medicine
- The current FC structure (i.e., >73 voting members) is too large and unwieldy
- CWRU Basic Science faculty feel they need stronger representation
- Hospital Faculty feel that much of what is discussed in FC is not relevant to them
- Hospital Faculty feel as if their voices are not heard
- Hospital Faculty do not feel as engaged with the SOM

# Themes from emails and Information Sessions

- The faculty at the VA feel they are under-represented (i.e., one Institution Representative on FC)
- VA Faculty feel that their needs are very different than UH Faculty and they feel they should not be included with UH Department Representatives
- Greater recognition of the challenges facing Hospital Faculty (i.e., clinical demands, geographic) is needed and solutions identified

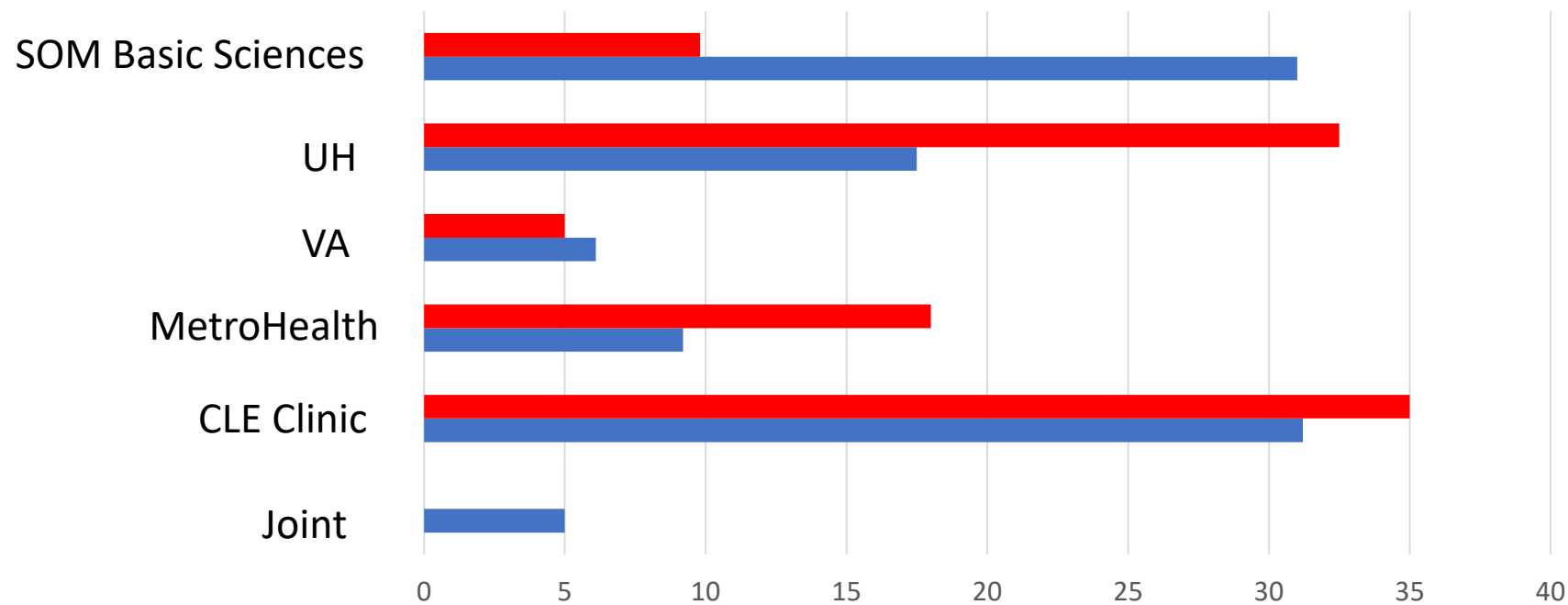
# Survey: Response Rate & Demographic Data

- 458 Respondents, 16% Combined Response Rate
- Site Response rates:
  - SOM = 51.2%
  - UH = 8.7%
  - VA = 21.5%
  - Metro = 8.2%
  - CC = 14.4%
- 89/458 (19.4%) Respondents have served on FC



# Survey: Demographic Data

## Where were the Respondents from?



**% Total FT Faculty**, % of Total Survey Respondents

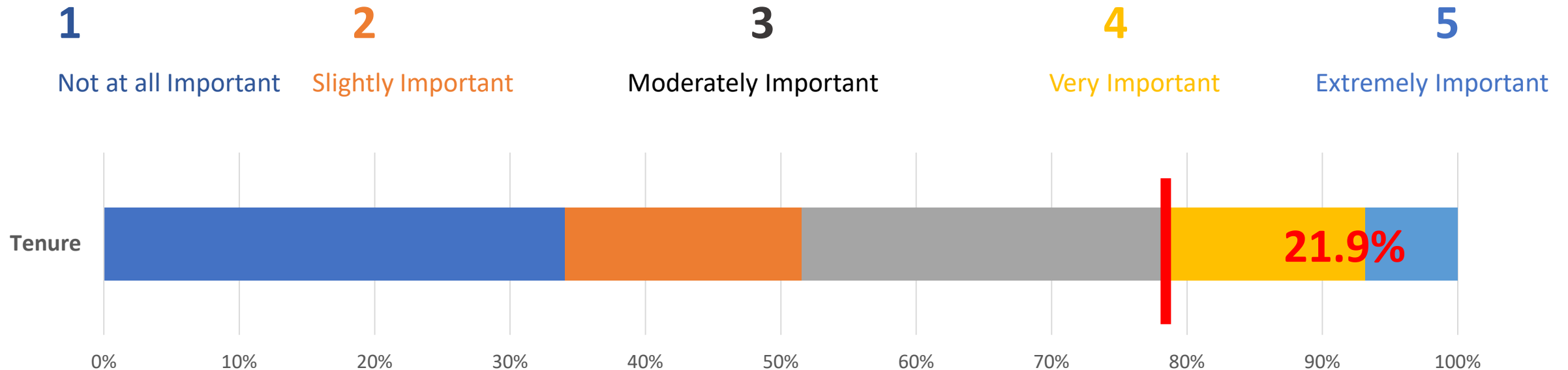
# Themes: What can FC do for you?

- Advocate for Faculty
  - Hospital Faculty
  - Research Resources
  - SOM Basic Scientists
- Do not know what FC does
- Represent all Faculty, Increase involvement and Engagement, Increase diversity and Inclusion

# Themes: What can FC do for you?

- Improve communication
- Improve Institutional Relationships, Increase collaboration
- Faculty Development
- Increased input into SOM Decisions, Co-Governance
- Other

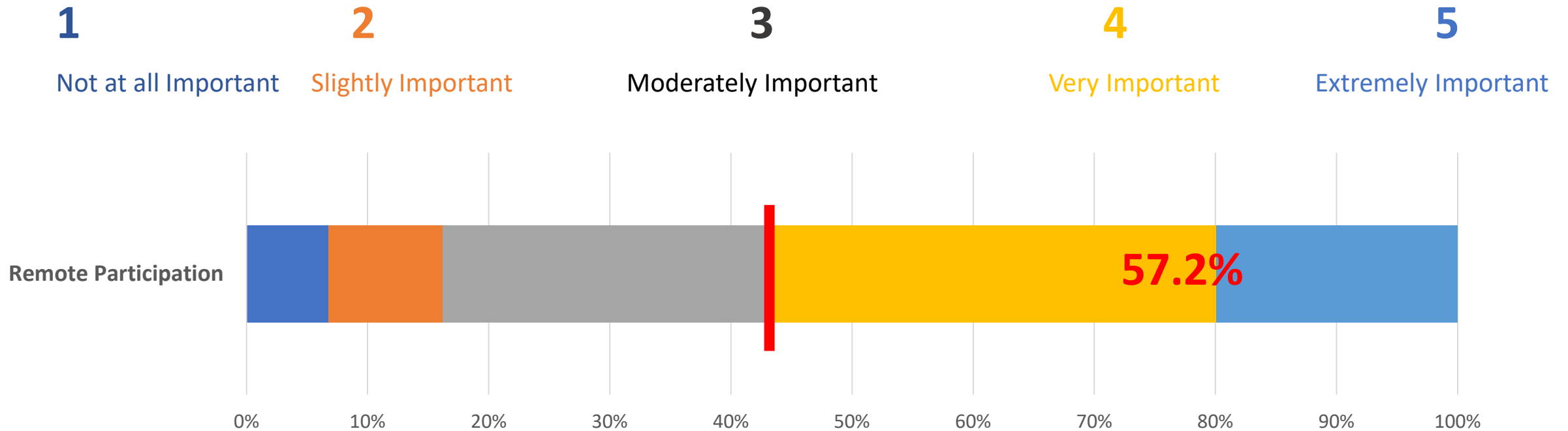
# Survey Results: Representation Principles



How important is it to you that there is a specific number (or percentage) of tenured faculty representatives on Faculty Council? (n.b., some faculty are not eligible for tenure due to institutional agreements)

# Survey Results: Representation Principles

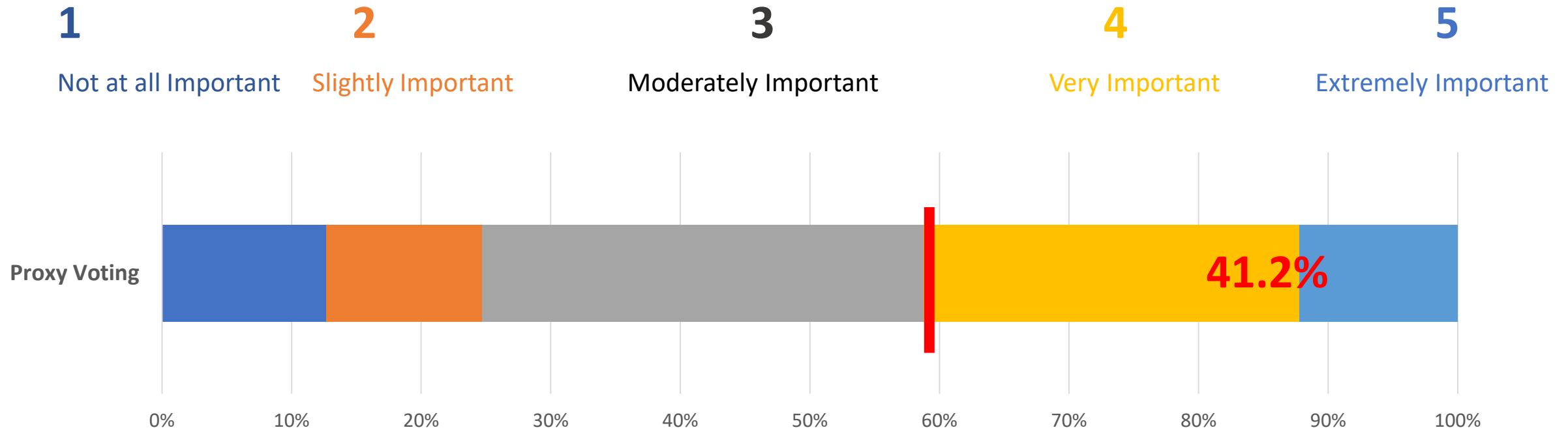
The bylaws are silent on the use of technology to allow remote attendance. Only members present during a meeting can vote (Robert's Rules)



How important is it to you that Faculty Council representatives have the option to participate and vote remotely in Faculty Council meetings (i.e., audio or video conferencing)?

# Survey Results: Representation Principles

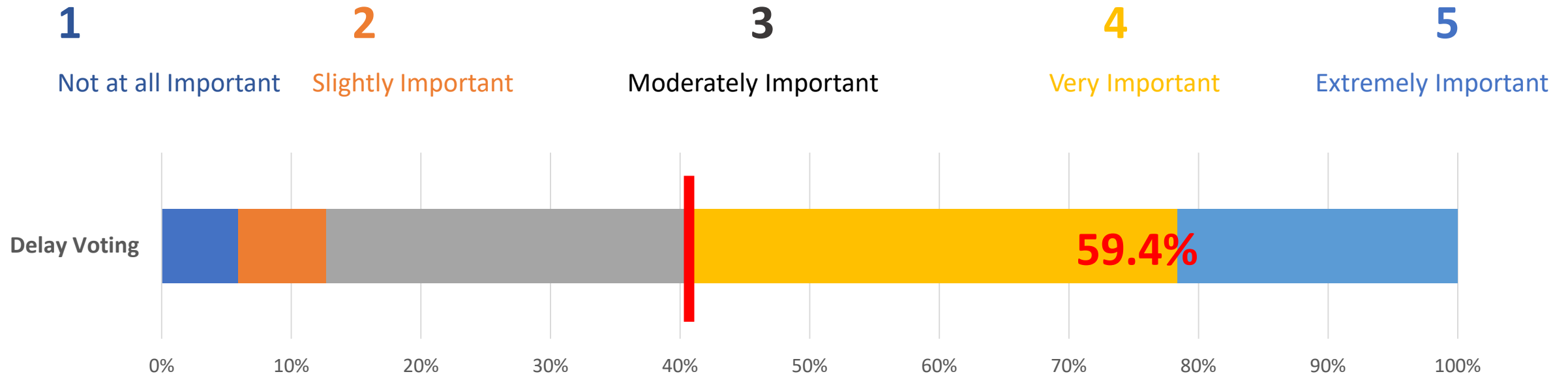
Currently not allowed in bylaws, 3.7.d



How important is it to you that if a Representative is unable to attend a Faculty Council meeting, a proxy can vote for them?

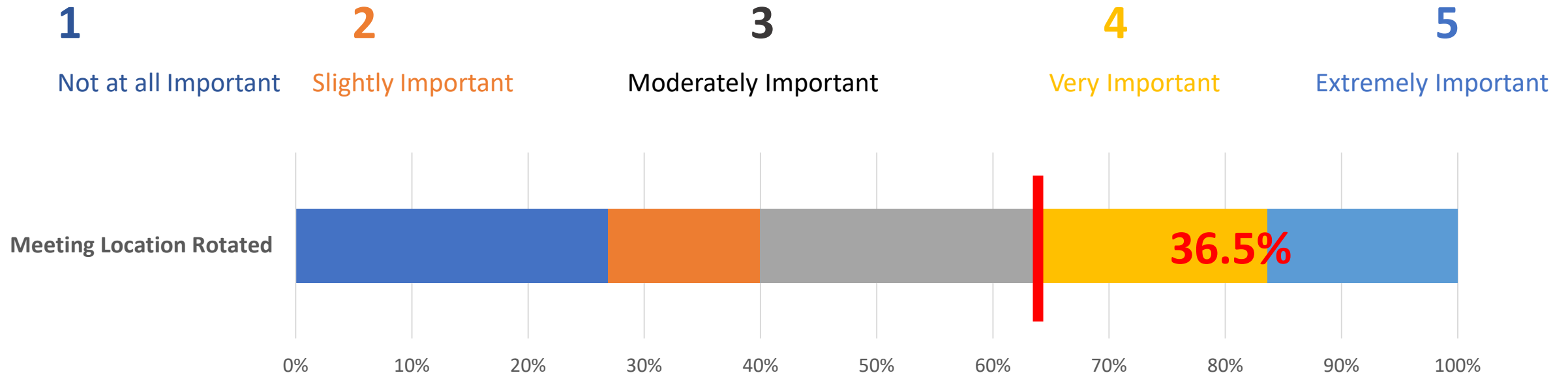
# Survey Results: Representation Principles

The bylaws are silent on this point. Only members present during a meeting can vote (Robert's Rules)



How important is it to you that Faculty Council has the option to delay voting on specific issues (e.g., keep electronic ballots open for one day) so people have time to deliberate and consult with their constituents prior to casting a vote?

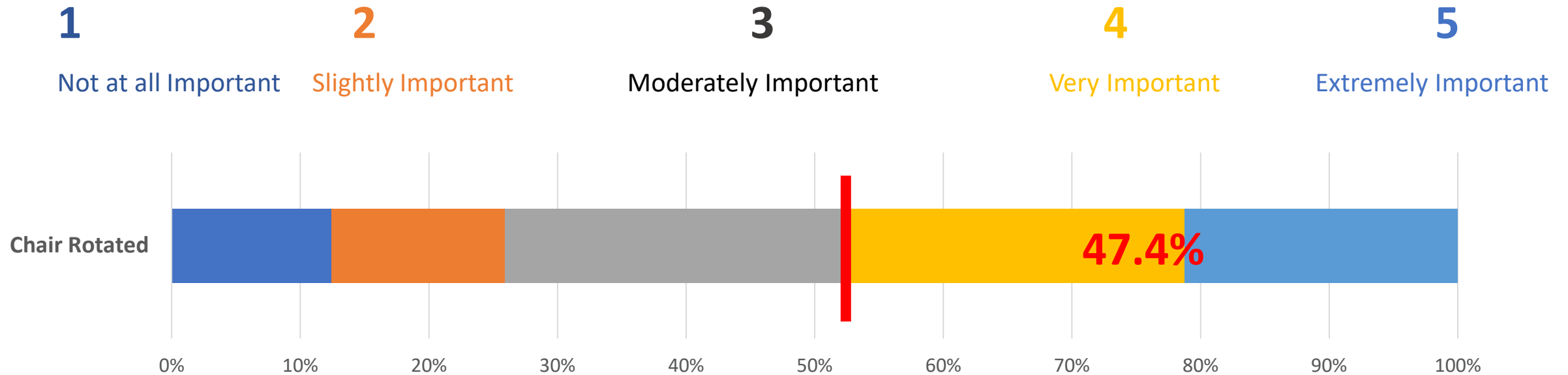
# Survey Results: Representation Principles



How important is it to you that the location of Faculty Council meetings is rotated among all sites (SOM, UH, VA, Metro, CC)?

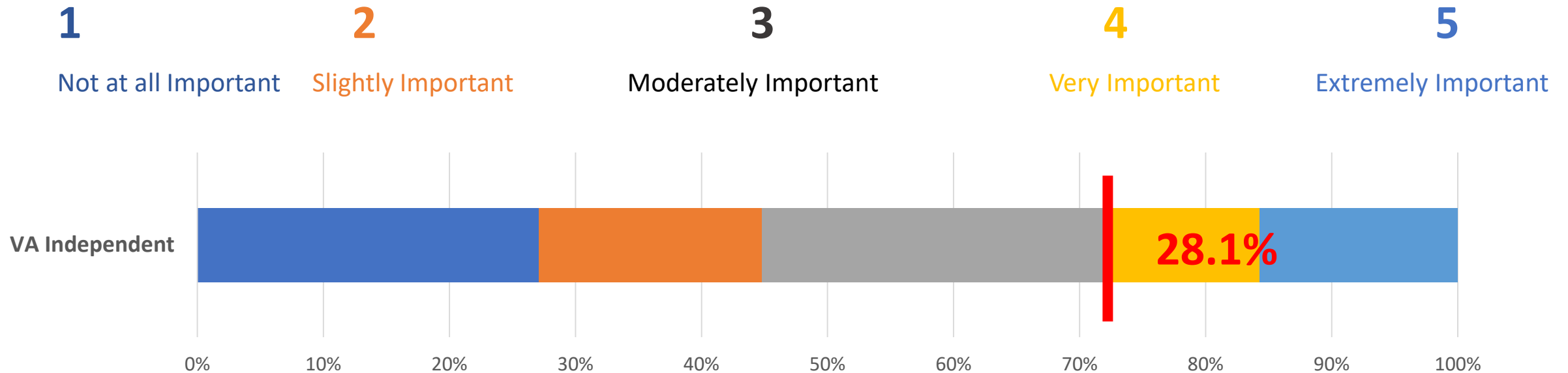


# Survey Results: Representation Principles



How important is it to you that the Chair of Faculty Council is rotated among all sites to ensure leadership representation opportunities for all institutions?

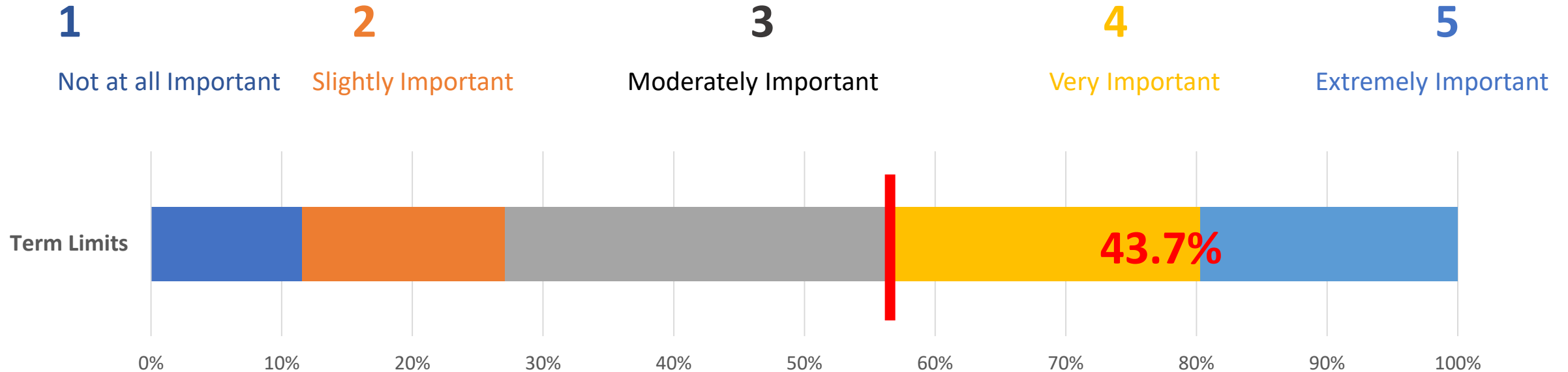
# Survey Results: Representation Principles



How important is it to you that the VA has independent Faculty Council representation versus the current model in which their faculty appointments (and department representatives) are based at UH?

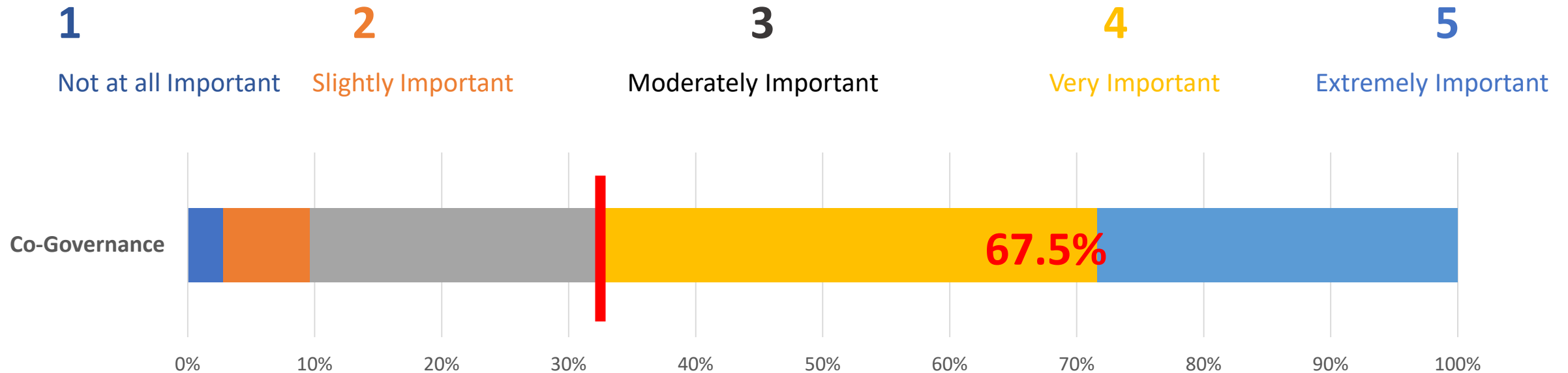
# Survey Results: Representation Principles

Bylaws state FC Representatives “may not serve consecutive terms but may be re-elected after an absence of one year” 3.4



How important is it to you that there are limits on the number of terms a faculty member can serve on Faculty Council? (Currently, a term is three years).

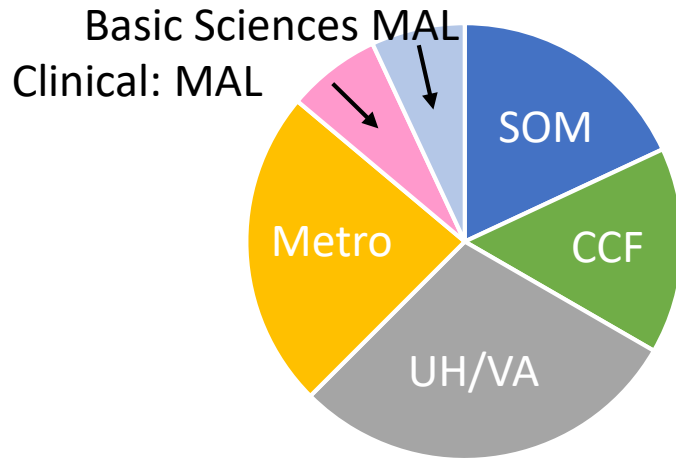
# Survey Results: Representation Principles



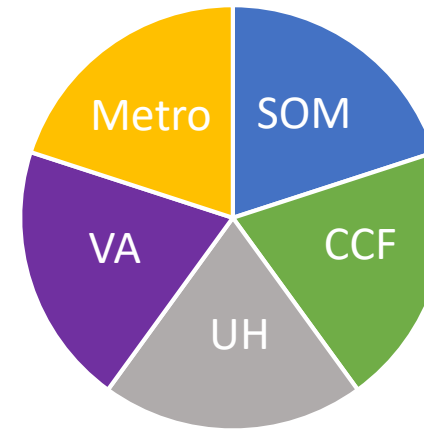
How important is it to you that Faculty Council work closely with the SOM administration in co-governance?

# Representation Models with % of Faculty by Site

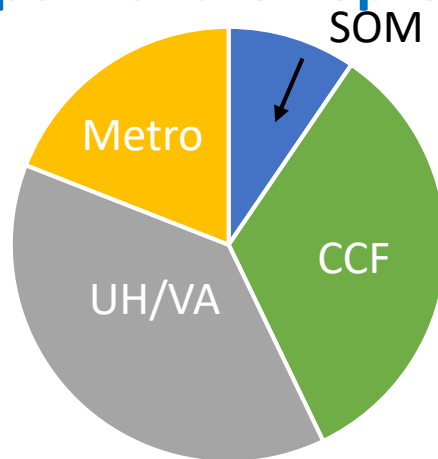
## C1. Current Model



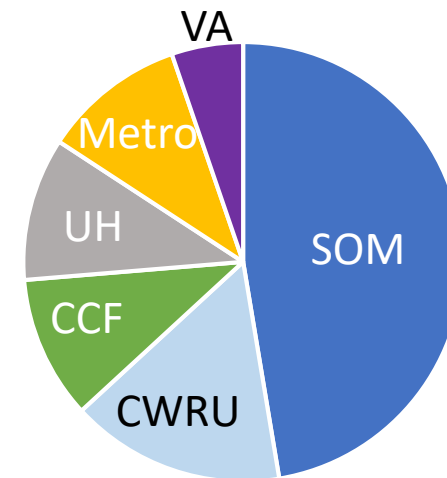
## C2. "Senate" Model: Equal Representation



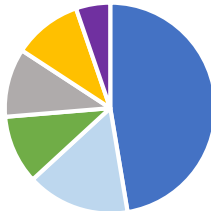
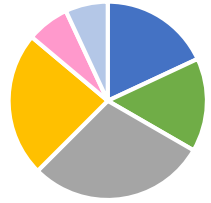
## C3. "House" Model: Proportionate Representation



## C4. Weighted CWRU Model



# Representation Models: Number of Responses Favoring each Model.



C1. Current Model

n=81

C2. Senate Model

n=151

Top choice

C3. House of Representatives Model

n=97

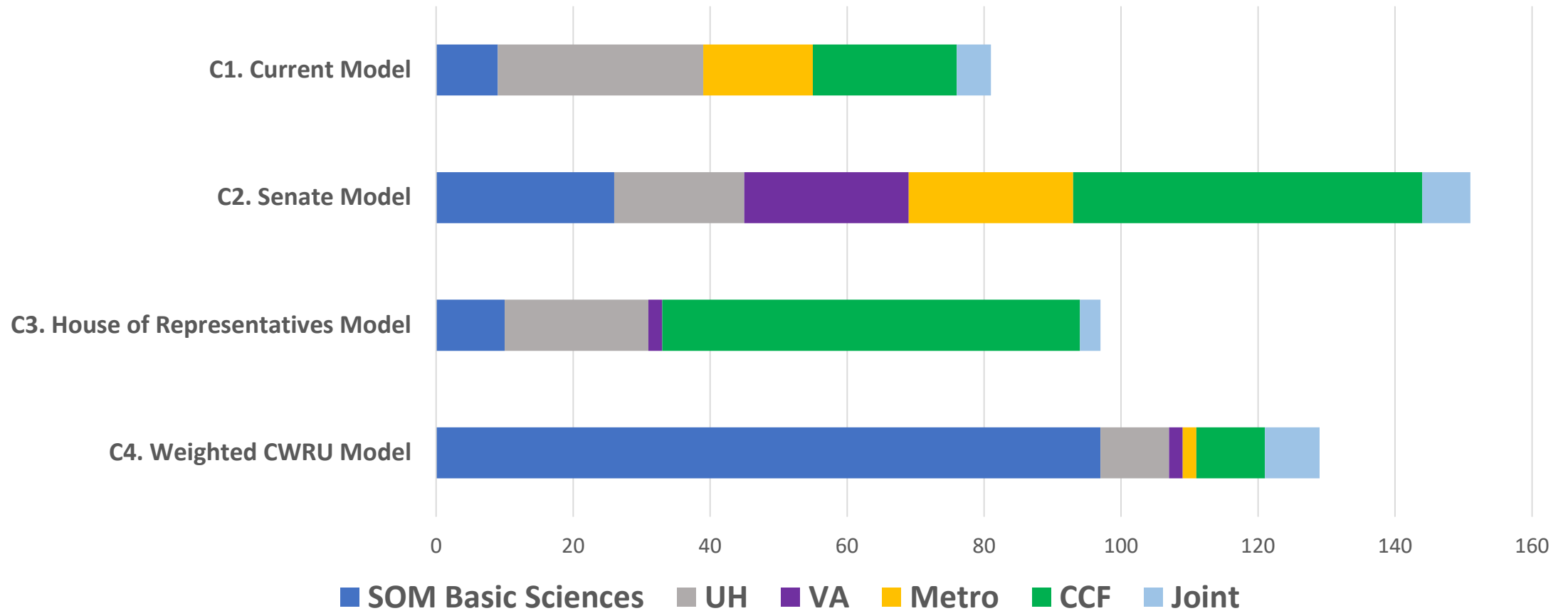
Second choice

C4. Weighted CWRU Model

n=129

0 20 40 60 80 100 120 140 160

# Representation Models: Number of Responses by Primary Site



# Preferred Models, Grouped by % of Respondents by Site

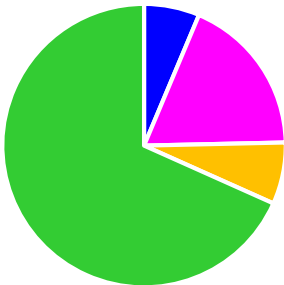
Current Model

Senate Model

House Model

Weighted CWRU Model

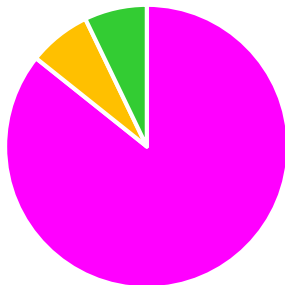
SOM Basic Sciences, n=142



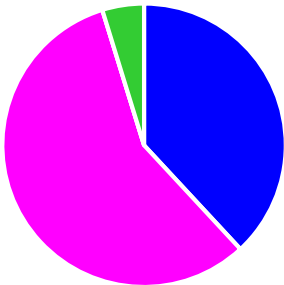
UH, n=80



VA, n=28



MetroHealth, n=42



CLE Clinic, n=143



Joint, n=23





# Themes: Why did you choose the model you did?

- Equity, Fair, Proportional
- SOM Basic Sciences impacted more by actions of FC
  - Concern regarding compensation was a dominant subtheme
- Distrust/lack of respect of other institutions  
(The ad hoc Committee voted 8 in favor and 1 opposed to this language)
- Existing Model is effective

# Themes: Propose Your Own Model

- Modifications of presented models (e.g., US Congress Model)
- Representation based on work involving the SOM (e.g., teaching)
- Representatives would vote only on issues relevant to them
- Two separate bodies composed of:
  - Basic Sciences Faculty Council and Clinical Faculty Council or
  - CWRU-compensated Faculty Council and Medical Education Council

# Themes: Open Comments

- Criticisms of survey/Critical of proposed changes
- Gratitude for the work of the ad hoc committee
- Weight SOM Basic Science Faculty over Hospital Faculty
- Barriers to participation in SOM FC

# Limitations

- Challenges scheduling Information Sessions with all potential guests
- Survey Likert Scale
- Technical issues (e.g., firewall) may have limited the ability of Faculty at Metro to respond
- Low response rate

# Conclusions

- Respondents indicated support (i.e., >40% Very important or Extremely important) for:
  - The ability to participate and vote in FC Meetings remotely (>50%)
  - The option to have a proxy vote if a Representative is unable to attend a Faculty Council meeting
  - The option to delay voting on specific issues for one day so that FC Representatives can deliberate and consult with constituents prior to casting a vote (>50%)
  - Chair of FC is rotated among all sites
  - Term limits on FC
  - FC works closely with Administration (>50%)

# Conclusions

- The current model for Faculty Representation was the least preferred by the Respondents
- The Senate Model was the most preferred model by the Respondents
- The Respondents' choice of their preferred model was related to their primary work site. (The ad hoc committee voted 8 in favor, 1 opposed to adding this conclusion)

# General Recommendations

- FC Representatives must have good institutional knowledge and demonstrated ability to work collaboratively
- FC Representatives need to do a better job serving as a conduit of information between home institution and FC
- FC should support the CWRU compensated faculty in establishing processes that will address issues unique to their needs (e.g., compensation, proposed department mergers).

# General Recommendations

- FC shall propose recommendations to the Dean to address the challenges faced by Hospital Faculty in their work with the SOM (i.e., clinical demands, geographic)
- The individual sites determine how their representatives will be democratically elected with the goal of ensuring faculty at their site are fairly represented



# Discussion

## **Report on Faculty Senate activities (Danny Manor)**



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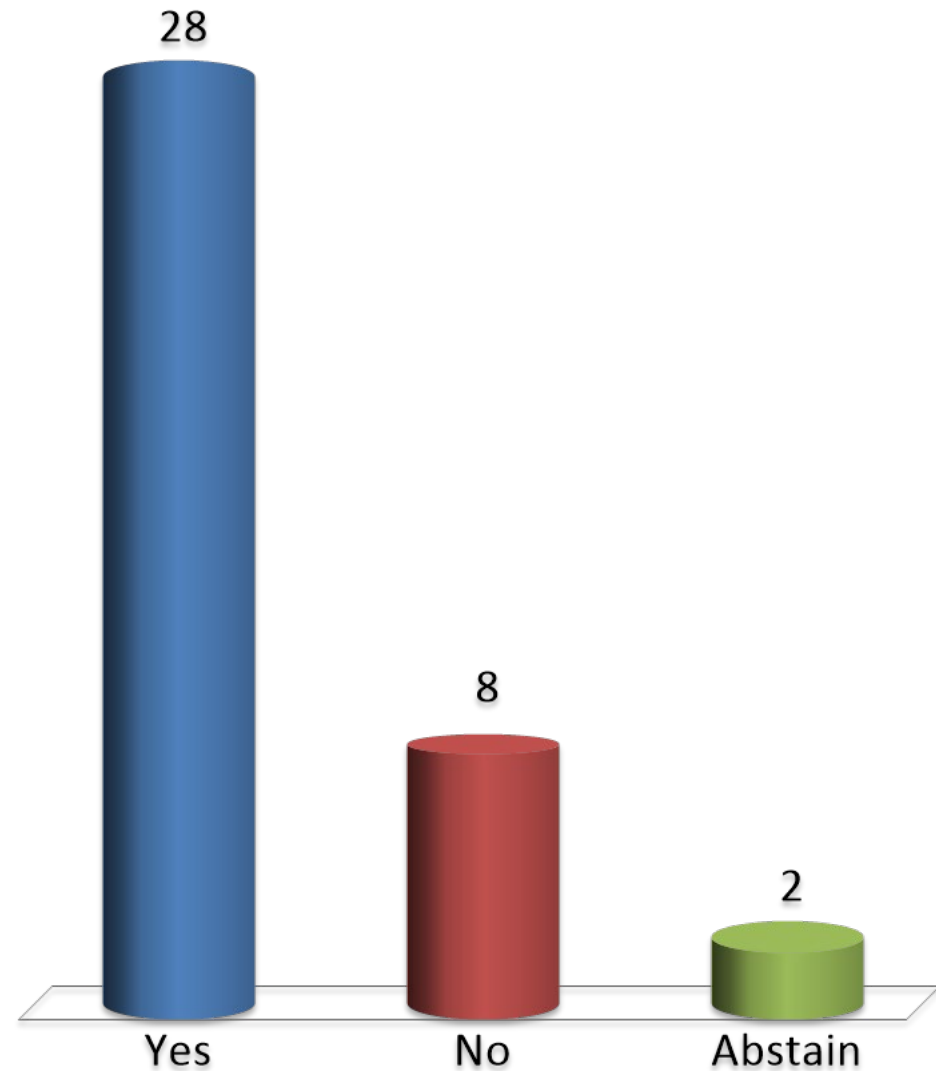
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Do you approve the motion to postpone the vote  
on the FC senate model until May 2019

A. Yes

B. No

C. Abstain



## New Business



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**ARTICLE 6 - AMENDMENT OF THE BYLAWS** An amendment of the bylaws may be proposed by majority vote of the Faculty Council, by the dean, or by written petition of 20 or more faculty members.

The amendment must be accompanied by a rationale for the proposed change. All proposed amendments shall be submitted to the Chair and secretary of the Faculty Council, who shall forward all proposed amendments to the Standing Committee on Bylaws.

The Bylaws Committee shall review each proposed amendment and report its recommendation to Faculty Council. All proposed amendments will be considered and voted on by the Faculty Council within the same academic year if submitted prior to April 1 of that year.

**Faculty Council Meeting**  
**Draft Meeting Minutes**  
Monday, December 17, 2018  
4:00-5:30PM – BRB 105

4:00PM	Welcome and Chair's Comments	Sudha Chakrapani
4:02PM	Approval of Minutes from November 19, 2018 meeting (see attached)	Sudha Chakrapani
4:04PM	Steering Committee Activities Report	Sudha Chakrapani
4:05PM	Bylaws Presentation	Darin Croft
4:15PM	Discussion of Faculty responses to request for input as part of the 5-year Bylaws review related to Article 3 Presentation on BME	Danny Manor
4:25PM	Report on Faculty Senate Activities	Danny Manor
4:30PM	Committee on Biomedical Research: new charge/ presentation	Stan Gerson
4:40PM	Presentation of Ad Hoc committee's report	Cynthia Kubu
5:25PM	New Business	
5:30PM	Adjourn	

**Members Present**

Corinne Bazella  
David Buchner  
Cathleen Carlin  
Sudha Chakrapani  
Shu Chen  
Gary Clark  
Pamela Davis  
Piet de Boer  
Jennifer Dorth  
William Dupps  
Judith French  
Monica Gerrek  
Sherine Ghafoori  
Mahmoud Ghannoum

Hannah Hill  
Beata Jastrzebska  
Hung-Ying Kao  
Allyson Kozak  
David Katz  
Cynthia Kubu  
Suet Kam Lam  
Maria Cecilia Lansang  
Charles Malemud  
Danny Manor  
Jennifer McBride  
Maureen McEnery  
Vincent Monnier  
Vicki Noble

Hilary Petersen  
P. Ramakrishnan  
Satya Sahoo  
Scott Simpson  
Jochen Son-Hing  
Phoebe Stewart  
Charles Sturgis  
James Howard Swain  
Daniel Sweeney  
Melissa Times  
Carlos Trombetta  
Anna Valujskikh  
Richard Zigmond

### **Members Absent**

Tracey Bonfield	Zachary Grimmer	Clifford Packer
Robert Bonomo	Stathis Karathanasis	Nimitt Patel
Travis Cleland	Laura Kreiner	Ben Roitberg
Brian D'Anza	Varun Kshetry	Patricia Thomas
Philipp Dines	Rekha Mody	Barbara Snyder

### **Others Present**

Nicole Deming	Rosa Hand	Joyce Helton
Marvin Nieman	Klara Papp	

### **Quorum requires 26 voting members.**

### **Chair Announcements (Sudha Chakrapani)**

Sudha Chakrapani, Chair of Faculty Council, called the meeting to order at 4:00PM and briefly outlined the agenda items that would be addressed at the meeting.

Only one candidate was interested in running for the Chair-elect position of Faculty Council. Gary Clark, MD, is a full professor of Physical Medicine and Rehabilitation (PM&R), and currently serves as the Faculty Council Institutional Representative for MetroHealth Medical Center. His Chair's support and a statement of interest were shared with the Nomination & Elections Committee who subsequently approved him to be on the ballot. Upon approval of the ballot, the Faculty Council Steering Committee included the election on today's agenda.

A motion was made and seconded for Faculty Council to initiate discussion to determine if it is appropriate for a candidate with the title of Assistant Dean to be the Chair-elect of Faculty Council. The floor was then opened for discussion. There is no rule that faculty council representatives or the faculty council chair-elect cannot have an administrative title in addition to their faculty appointment. Dr. Clark's appointment as Assistant Dean for Medical Services is separate and distinct from Faculty Council. Dr. Chakrapani contacted all of the candidates currently eligible to run for Chair-elect. The current bylaws state that there is a cap for standing committees on how many Assistant or Associate Deans can be on the committee. No such restrictions exist for Faculty Council.

It has been proposed by the Bylaws Committee that anyone, who has at least one year remaining in Faculty Council, could become a candidate for the position of Chair-elect. As this is a proposal and not a current Bylaws recommendation, the current Bylaws requirement regarding term of service must be followed. The question as to whether institutional representatives are appointed or elected was voiced. Institutional representatives are appointed by a method designated by their particular institution.

Dr. Chakrapani inquired if there were any nominees from the floor for the position of Chair-elect of Faculty Council. No nominations were voiced from the floor. Council members were instructed to complete their ballot and return it to Nicole Deming to be tallied. They have the option of voting in favor of Gary Clark, who is running unopposed. The results of the Chair-Elect vote were tallied and the results were: 27 were in favor of Dr. Clark as Chair-Elect of Faculty Council, and 5 abstentions. Dr. Clark has been elected Chair-Elect of Faculty Council.

1 **Approval of Minutes from the November 19, 2018 Faculty Council Meeting (Sudha**  
2 **Chakrapani)**

3 Dr. Chakrapani inquired if there were any edits or additions to the Faculty Council draft meeting  
4 minutes previously disseminated to Faculty Council for review. There being no corrections,  
5 edits, or further discussion, a motion was made and seconded to approve the minutes as  
6 presented. 25 were in favor, 2 were opposed, and 3 abstained. The motion passes.  
7

8 **Steering Committee Activities Report (Sudha Chakrapani)**

9 The Faculty Council Steering Committee met and reviewed Dr. Cynthia Kubu's presentation  
10 from the Ad Hoc Committee on Faculty Representation, and the presentation for the new charge  
11 for the Committee on Biomedical Research. They also provided advice to Dean Davis on  
12 Emeritus appointments.  
13

14 **Bylaws Presentation (Darin Croft)**

15 In order to broaden representation and amend the eligible pool of people for Faculty Council  
16 chair elect, the suggestion was made that change the Bylaws to allow any current Faculty  
17 Council representative to run for the position of chair-elect. If the restriction stands as it is  
18 written now, only 1/3 of the representatives would be eligible. It is preferable to have multiple  
19 candidates from which to choose.  
20

21 If the amendment passes the chair elect's term on FC could increase from 4 years (3 years as a  
22 representative and 1 as past chair) to 6 years if they are elected as chair elect in their 3<sup>rd</sup> year on  
23 faculty council.  
24

25 A motion was made and seconded to approve Amendment 3.5 opening the floor for discussion.  
26 It was noted that if this motion is approved, an election with a candidate running unopposed  
27 could not occur. The council discussed the benefit of restricting chair-elect eligibility to those in  
28 their first year on Faculty Council is restricted to first year. While some felt Several years  
29 serving on Faculty Council provides enough experience and seasoning for the chair position.  
30

31 As this would be a Bylaws Amendment, Faculty Council would not be able to vote to suspend  
32 this requirement as it could with rules of order. There being no further discussion, a vote was  
33 taken to approve the amendment to 3.5. 13 were in favor, 22 were opposed, and 2 abstained.  
34 The motion does not pass. The time allotted for this discussion has been expended. Discussion  
35 will continue at the January 28 Faculty Council meeting.  
36

37 **Discussion of Faculty Responses to Request for Input as Part of the 5-year Bylaws Review**  
38 **Related to Article 3 Presentation on BME (Danny Manor)**

39 The Faculty Council Steering Committee considered and approved Dr. Manor's request to place  
40 this item on the Faculty Council agenda. As Faculty Council Steering Committee sets the  
41 agenda for Faculty Council, faculty may contact members on Steering Committee to bring an  
42 issue up for discussion or may bring this matter to the attention of the Faculty Council by  
43 attending and being recognized or asking their representatives to bring the issue forward for  
44 consideration.  
45

46 There are only three mechanisms to bring an amendment to the Bylaws: by the Dean's request,  
47 by Faculty Council's request, and by a petition of 20 faculty members. This is not a new  
48 amendment that is being proposed, but a discussion of faculty responses. Faculty Council has



the right to vote not to hear this information. There being no request for a vote, the presentation proceeded.

During the 5-year review process, input was solicited from all faculty of medicine. Some input was incorporated and some dismissed. It was determined that a number of responses deserved broader discussion, e.g. how we define ourselves and who we are.

The Chair-elect of Faculty Council shall be elected from five different sites of SOM, on an annual rotating basis in order to increase inclusiveness and provide a fair opportunity at leadership positions. The Bylaws Committee debated that it was too prescriptive and difficult to enforce. The reality is whether we will get enough candidates from the various sites to carry this out. Faculty engagement is always a challenge.

A recommendation was made to modify the language in article 3.6.b describing the nominating committee of Faculty Council to include equal representation from all CWRU SOM affiliates (SOM, UH/VA, MetroHealth, CCF/CCLCM/LRI). In the discussion that followed, it was noted that candidates from the existing pool are few, and by limiting the pool of candidates, it would make populating the committee even more difficult. If the candidate pool was open to all affiliates in all years, it would provide the largest selection of candidates. If the candidate can only come from one of five affiliates, some Faculty Council members will never have the chance to run for Chair-elect or Chair. Rotation means that some people will never be able to run. It was noted that while the Nominating Committee is comprised of eight members, only six slots are filled.

The UH and VA should not be grouped together. Some representation of the VA goes with UH because they only had one department of Medicine at the VA.

#### **Report on Faculty Senate Activities (Danny Manor)**

The Faculty Climate Survey from CWRU, which began collecting and analyzing data in 2017, was recently finalized. The satisfaction rate concerning overall satisfaction or dissatisfaction of Case faculty was 60%, and the dissatisfaction rate was 25-30%. The majority of faculty surveyed indicated they were satisfied.

When faculty were polled as to what were the major concerns contributing to dissatisfaction or stress, securing funding for research and teaching responsibilities were the primary concerns. The percentage of participation keeps excluding faculty who have major clinical involvement. A more accurate voice of faculty in SOM is better reflected if the survey response rate is higher.

The committee was asked to reanalyze the SOM basic sciences departments and it was adjusted to account for a stricter definition of faculty to be include in the analysis. This was done in order to obtain a more accurate representation at CWRU at main campus, excluding basic science faculty in the Department of Pathology at UH and Molecular Medicine at CCLCM. Those faculty responses were removed from the survey.

.  
MedImpact has been selected as the new CWRU Pharmacy Benefits Manager for CWRU compensated faculty. Before deciding on MedImpact, the committee studied four basic options: to remain as it currently is, completely go to CVS, a mix of the two, and MedImpact.

1 **Committee on Biomedical Research: New Charge/ Presentation (Stan Gerson)**

2 Stan Gerson and Jill Barnholtz-Sloan proposed last April to simplify the description and  
3 activities of the Committee on Biomedical Research to a single committee, reporting to the  
4 executive committee on various activities. The CBR met approximately 10 times a year taking  
5 up topics suggested by faculty for deliberation. From time to time a subcommittee was formed,  
6 bringing forward suggested actions.

7  
8 Last fall, Dr. Barnholtz-Sloan requested permission from Faculty Council to address a revised  
9 structure of the CBR. While the last review to restructure the CBR kept the overall and four sub-  
10 councils, the sub-councils have struggled with their responsibilities. The CBR is being  
11 reevaluated as to structure and wants to assure that the reporting lines for the committee are well  
12 filled out.

13  
14 Over half of the CBR members are elected. Dr. Gerson requested Faculty Council's permission  
15 to grant a year's extension to those members currently serving on the committee and addressing  
16 its restructuring. These people are well aware of the work and the changes going on, and he  
17 proposed that an election be held in 2020 instead of 2019. Terms are staggered with some  
18 ending at the end of the 2019 academic year. They are asking to stagger the terms to allow for  
19 members to be elected each cycle, so that the entire committee does not turn over in one year.  
20 The CBR looks into research and infrastructure at all of the affiliates of the medical school.  
21 Elected members from this committee represent each of the institutions that the faculty represent.

22  
23 It was noted that the restructuring of this committee does not require approval of faculty; all  
24 charges must be approved by Faculty Council. The Bylaws Committee has reviewed the revised  
25 proposal and this revised structure lines up appropriately with the bylaws.

26  
27 A motion was made and seconded to approve the CBR's new charge. There being no further  
28 discussion, a vote was taken. 31 were in favor, 3 were opposed, and 3 abstained. The motion  
29 passes.

30  
31 **Presentation of Ad Hoc Committee's Report on Faculty Representation on Faculty Council**  
32 **(Cynthia Kubu)**

33 Committee members were: Cynthia Kubu, PhD, Chair (Cleveland Clinic); Sarah Augustine, MD  
34 (VA); Keshava Gowda, MD (Cleveland Clinic); Supriya Goyal, MD (MetroHealth); Alex  
35 Huang, MD, PhD (UH); Danny Manor, PhD (SOM Basic Sciences); Maureen McEnery, PhD  
36 (UH); Ronda Mourad, MD (VA); Nimitt Patel, MD (MetroHealth); and Phoebe Stewart, PhD  
37 (SOM Basic Sciences).

38  
39 This committee was created in March of 2018 to study the membership structure of Faculty  
40 Council; identify challenges facing the current structure and its practical implementation, and  
41 make recommendations to Faculty Council, if deemed necessary. Faculty Council is the  
42 governing body of the Faculty of Medicine of the SOM, and its representatives are the voice of  
43 the faculty helping to decide on matters of import to the SOM, advise the Dean on major changes  
44 in faculty and processes, and develop new initiatives.

45  
46 The current model is comprised of one representative per academic department (except for the  
47 VA -- their department representatives are enfolded at UH). Ten at-large representatives (five

1 Basic Sciences, five Clinical); four institutional representatives (UH, VA, MHMC, CC); and one  
2 past chair. There are 73 voting Faculty Council members.

3  
4 The rationale for the ad hoc committee is that the current Faculty Council is too large for an  
5 executive body, presenting challenges with quorum, geographic issues, and the ability to get to  
6 the meeting on time. Faculty Council is a multi-institutional body representing > 2,800 full time  
7 faculty across five institutions. The amount of federal funding for 2018 totaled \$365M (\$14  
8 Million in VA Merit Awards was not included). UH and the VA are combined because all  
9 federal grants for VA researchers must go through UH.

10  
11 The two data sets from the 2016-2017 academic year were reviewed. Neither provided a  
12 comprehensive view of the totality of teaching across SOM faculty. Classroom teaching hours  
13 by FT faculty was estimated to be: SOM Basic Sciences – 14,794; UH&VA – 23,826 (MHMC  
14 and Cleveland Clinic N/A). The estimated student contact hours in clinical training based on the  
15 number of students by clerkship and site was 78,887 for all hospital faculty.

16  
17 Early on in the group meetings, the ad hoc committee agreed that the following values should be  
18 used to help guide their work. Their intent was to preserve the strength of Faculty Council while  
19 increasing engagement in the SOM. Representation should fairly reflect all stakeholders, and  
20 Faculty Council would advocate for all faculty. They sought increased input into the SOM  
21 decision making process, and hoped to increase faculty knowledge and involvement in the  
22 Faculty Council process.

23  
24 The ad hoc committee agreed early on in their work to recommend that Faculty Council should  
25 support the CWRU-compensated faculty in establishing processes that would address issues  
26 unique to their needs (e.g. compensation, proposed department mergers).

27  
28 Dr. Kubu listed the dates of the meetings and information sessions that the ad hoc committee met  
29 stating that they had achieved a quorum on all of the dates except for one. At these meetings,  
30 they reviewed representation structures of current Faculty Council and the CWRU Senate, and  
31 other top rated research medical schools (Harvard, Stanford, Washington University at St. Louis,  
32 Vanderbilt, Einstein and Northwestern). In an e-mail to faculty, they solicited open-ended input  
33 regarding issues of importance. They hosted information sessions to obtain perspectives of  
34 faculty in leadership across the city, and constructed a survey that was launched on November 8  
35 addressing the main issues of concern.

36  
37 Guests invited to the information sessions were: Christine Alexander, MD (MHMC), Gary Clark,  
38 MD (MHMC), Nicole Deming, JD, MA (SOM), Marjorie Greenfield, MD (UH/SOM), Clifford  
39 Harding, MD, PhD (SOM/UH), Amy Hise, MD, MPH (VA), Karen Horowitz, MD (VA), Bud  
40 Isaacson, MD (CC), Brian Mercer, MD (MHMC), and Usha Stiefel, MD (VA).

41  
42 Data was analyzed using both qualitative and quantitative data analyses. Recurring themes  
43 indicated that faculty are committed to a career in academic medicine. The current Faculty  
44 Council structure is too large and unwieldy. CWRU Basic Science faculty felt that they need  
45 stronger representation. Hospital Faculty indicated that much of what is discussed in Faculty  
46 Council is not relevant to them and that they do not feel engaged with the SOM, their voices are  
47 not heard. The Faculty at the VA stated they feel underrepresented, and should not be included  
48 with UH representatives; their needs are different from UH Faculty. Greater recognition of the

challenges facing Hospital Faculty (i.e. clinical demands, geographic) is needed and solutions need to be identified.

Out of the 458 respondents, there was a 16% combined response rate. Site response rates were: SOM-- 51.2%; UH -- 8.7%; VA -- 21.5%; MHMC-- 8.2% and CC-- 14.4 %. Eighty-nine out of the 458 respondents (19.4%) have served on Faculty Council.

Dr. Kubu summarized the survey questions and the responses collected. When asked what can Faculty Council could do for faculty, responses indicated: to advocate and represent faculty across the city; increase involvement and engagement; increase diversity and inclusion; improve institutional relationships; increase collaboration; assist in faculty development; increase input into SOM decisions, and co-governance.

The survey asked all respondents to indicate their preferences on nine different questions. 21.9% felt it was very important that there be a specific number of tenured faculty representatives on Faculty Council. 57.2% felt it was very important that Faculty Council representatives have the option to participate and vote remotely in Faculty Council meetings. 41.2% indicated it was very important to allow a proxy to vote for them when they are unable to attend a Faculty Council meeting. 59.4% felt it was very important to delay voting on specific issues to allow time for deliberation and consultation with their constituents prior to casting a vote. 36.5% felt it was important to rotate the location of Faculty Council meetings among all sites (SOM, UH, VA, MHMC, CC). A percentage of 47.4% felt it was very important that the Chair of Faculty Council be rotated among all sites to ensure leadership representation opportunities for all institutions. 28.1% felt it was very important that the VA have independent Faculty Council representation versus the current model in which their faculty appointments (and department representatives) are based at UH. 43.7% indicated that it was very important to limit the number of terms a faculty member can serve on Faculty Council. 67.5% felt it was very important that Faculty Council work closely with the SOM administration in co-governance.

The committee identified four potential models for Faculty Council as being the current model, senate model, the house model and the weighted CWRU model. The top choice overall was the senate model, with the weighted CWRU model coming in second. How faculty voted seemed to be related to their primary work site. SOM Basic Sciences and Joint favored the weighted CWRU model; the VA and MHMC favored the senate model; UH favored the current model, and the Cleveland Clinic favored the house model.

When polled as to why a particular model was chosen, respondents indicated they felt that it was equitable, fair, and proportional, and that the existing model is effective. The SOM basic sciences are impacted more by the actions of Faculty Council. Concern regarding compensation was a dominant subtheme.

When asked to propose their own model, respondents indicated that present models could be modified (e.g. US Congress Model), that representation should be based on work involving the SOM, and representatives would vote only on issues relevant to them. There could be two separate bodies composed of a Basic Sciences Faculty Council and Clinical Faculty Council, or CWRU-compensated Faculty Council and Medical Education Council.

Themes from e-mails and the information sessions included criticism of the survey/critical of proposed changes, gratitude for the work of the ad hoc committee, and the low response rate to the survey. Other comments were that the SOM basic science faculty should be weighted over hospital faculty, and that there are barriers to participation in SOM Faculty Council. The committee experienced challenges scheduling the information sessions with potential guests, and technical issues (e.g., firewall) may have limited the ability of faculty at MHMC to respond.

Respondents indicated that the current model for Faculty Representation was the least preferred, while the senate model was the most preferred.

General recommendations provided by the survey indicated that Faculty Council representatives must have good institutional knowledge and demonstrate an ability to work collaboratively. They need to do a better job serving as a conduit of information between their home institution and Faculty Council. Faculty Council should support the CWRU compensated faculty in establishing processes that will address issues unique to their needs. Faculty Council shall propose recommendations to the Dean to address the challenges faced by hospital faculty in their work with the SOM (i.e. clinical demands, geographic).

The individual sites determine how their representatives will be democratically elected with the goal of ensuring that the faculty at their site are fairly represented.

Dr. Chakrapani thanked Dr. Kubu and the ad hoc committee for their hard work, and opened the floor for discussion. It was suggested that if each of the affiliated institutions shared their faculty employee council that meet with their management of that institution, it would be a straightforward senate model that would handle general discussions and all problems that affect everybody on a similar level. While what we decide here affects some people more profoundly than others, we are stronger if we work together and can understand each other's arguments and support each other.

Comments made by Faculty Council noted that it is easier to disseminate information to colleagues when they represent a department. It is far more difficult with five people representing all of CCF. Faculty Council representatives should be more senior and well connected in their institutions. Faculty Council does not represent the higher echelon of power in the university, but of faculty and not of leadership. There have been no quorum issues since April 2017. Having a smaller representative body stands the risk of not having adequate representation. We are a multi-institutional body. Some very strong conclusions were drawn in this report, but it is important to remember the response rate was 16%.

Faculty Council is not voting on the content of the report, but to approve the report as presented. It is up to faculty as to how this information will be used. Faculty Council will take this information and choose to do nothing or move forward.

A motion was made and seconded to accept the report from the Ad Hoc Committee on Faculty Representation. There being no further discussion a vote was taken. 23 were in favor, 3 were opposed, and 1 abstained. The motion passes.

A motion was made and seconded to continue discussion on the report made by the Ad Hoc Committee on Faculty Representation at the January Faculty Council meeting. There being no

1 further discussion a vote was taken. 20 were in favor, 6 were against, and 1 abstained. The  
2 motion passes.

3  
4  
5 **New business**

6 The suggestion was made that after the move to the new HEC has been made, the nursing school  
7 or dental school could be utilized as a daycare center.

8  
9 The Faculty Council Steering Committee is a standing committee of Faculty Council. As such,  
10 standing committees have a charge. A motion was made and seconded that the Faculty Council  
11 Steering Committee should draft a charge for their committee and bring it before Faculty  
12 Council. The motion cannot be voted upon because a quorum was no longer present.

13  
14 There being no further items to be addressed, the meeting was adjourned at 5:45PM.

15  
16 Respectfully submitted,

17  
18 Joyce Helton  
19

# BYLAWS

## THE FACULTY OF MEDICINE

### CASE WESTERN RESERVE UNIVERSITY

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ADOPTED BY THE FACULTY OF MEDICINE, AUGUST 25, 1978  
RATIFIED BY THE FACULTY SENATE, DECEMBER 13, 1978

AMENDED BY THE FACULTY OF MEDICINE, MARCH 25, 1998  
RATIFIED BY THE FACULTY SENATE, APRIL 23, 1998

AMENDED BY THE FACULTY OF MEDICINE JUNE 25, 1999 AND JUNE 30, 2000  
RATIFIED BY THE FACULTY SENATE, NOVEMBER 6, 2000

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 31, 2003  
RATIFIED BY THE FACULTY SENATE, APRIL 27, 2003

AMENDED BY THE FACULTY OF MEDICINE, APRIL 22, 2005  
RATIFIED BY THE FACULTY SENATE, FEBRUARY 27, 2006

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 11, 2010  
RATIFIED BY THE FACULTY SENATE, APRIL 21, 2010

AMENDED BY THE FACULTY OF MEDICINE, AUGUST 26, 2011  
RATIFIED BY THE FACULTY SENATE, FEBRUARY 22, 2012

AMENDED BY THE FACULTY OF MEDICINE, MAY 6, 2014  
RATIFIED BY THE FACULTY SENATE, JANUARY 22, 2016

AMENDED BY THE FACULTY OF MEDICINE, FEBRUARY 15, 2017, JULY 13, 2017, & November 13, 2017  
RATIFIED BY THE FACULTY SENATE, JANUARY 30, 2018

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ARTICLE 3: THE FACULTY COUNCIL

3.1: Purpose and Functions of the Faculty Council

The Faculty of Medicine delegates all powers not reserved to the Faculty of Medicine itself (see Article 2) to a Faculty Council. The Faculty Council shall serve as the Executive Committee of the Faculty of Medicine, in accordance with Article X.1 of the Bylaws of the Faculty Senate. The Faculty Council shall meet regularly to exercise its powers and obligations, which shall include but not be limited to the following:

- a. To act for the Faculty of Medicine regarding the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research in consultation with the appropriate standing committee of the Faculty of Medicine. It shall review the requirements for the M.D. degree and the recommendations of the Committee on Students regarding student standings and student promotions;
- b. To hear reports of the Standing Committees of the Faculty of Medicine and of the Faculty Council and recommend action on such reports;
- c. To make recommendations to the Faculty of Medicine concerning the establishment, discontinuance, and merging of departments;
- d. To make recommendations to the Faculty of Medicine concerning the establishment, discontinuance, and initial charge and representative composition of the membership of all Faculty of Medicine standing committees (see Article 2.6c);
- e. To elect a chair, a chair-elect, members of the Steering Committee, and the Faculty Council members of the Nomination and Elections Committee;
- f. To classify any issue requiring a vote of the faculty so as to determine the eligibility of the adjunct/clinical and student members to vote on that issue (per 2.4biii and 2.4bv); and
- g. To create *ad hoc* committees to make recommendations concerning its various functions and duties (see Article 3:6d).

3.2: Membership of the Faculty Council

a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (all references hereafter to academic departments include the Division of General Medical Sciences (DGMS), which has departmental status; see Article 4.7). When more than one autonomous department exists within a single academic discipline, as per section 4.3 below, a representative of each such department shall be elected to

**Commented [A1]:** Approved by the Bylaws Committee on 23 January, 2018, 6:0.  
SUBSTANTIVE: Explicitly identifies the Executive Committee of the Faculty of Medicine for the first time.  
Rationale: In response to a query from the Faculty Senate, Faculty Council at its meeting on December 12, 2016 agreed that the full representative body and not its Steering Committee serves in this capacity.

**Deleted:** the

**Deleted:** of the Faculty Council

**Deleted:** also have the responsibility to

**Commented [A2]:** Approved 5-0 10 April 2018.  
Rationale: To make Article 3.1a compatible with Article 2.6a.6.

**Deleted:** to approve

**Commented [A3]:** Approved by the Bylaws Committee 5-0 on April 10, 2018.  
Rationale: This is now the first time DGMS is mentioned, so the words in its title are written out.

**Deleted:** DGMS

1 the Faculty Council. These representatives shall be referred to as departmental representatives.  
2 Other voting members shall include two representatives from the special faculty whose titles are  
3 modified by the adjective adjunct or clinical, one representative from each affiliated institution,  
4 and 10 representatives of the regular faculty elected at large. All these representatives shall be  
5 members of the faculty.

6 b. Non-voting Members. Non-voting members of the Faculty Council shall be the  
7 president of the university, a vice-president of the university responsible for medical school  
8 activities, the dean of the School of Medicine, the associate dean for medical education of the  
9 School of Medicine, the chair of the Committee on Medical Education, and student members who  
10 shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and  
11 one Ph.D. graduate student. The student members shall be chosen by their respective groups.

12 ~~To facilitate communication between Standing Committees and the Faculty Council, if no member~~  
13 ~~of a Standing Committee of the Faculty of Medicine is a voting member of the Faculty Council,~~  
14 ~~the Faculty Council Chair may appoint one of the Standing Committee's elected members to~~  
15 ~~serve as a non-voting, ad hoc member, in accordance with each committee's charge. If a~~  
16 ~~representative to the university Faculty Senate is not included in the Faculty Council as a voting~~  
17 ~~member, the Faculty Council Chair shall appoint one of the School of Medicine senators to be an~~  
18 ~~ad hoc member of the Faculty Council. The Faculty Council Chair may invite other persons to~~  
19 ~~attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty~~  
20 ~~members may at any time request hearings before Faculty Council, but a request by a faculty~~  
21 ~~member for a hearing before the Faculty Council must be made to the chair prior to the meeting~~  
22 ~~of the Faculty Council.~~

### 24 3.3: Election of the Members of the Faculty Council

25 ~~Faculty members have the power and obligation to elect Faculty Council representatives~~  
26 ~~(see Article 2.3). Elections shall be held by democratic process. Complaints concerning the~~  
27 ~~occurrence of undemocratic selections of representatives shall be brought to the attention of the~~  
28 ~~chair of the Faculty Council.~~

29 a. Departmental representatives: When the term of a departmental representative is  
30 coming to an end, the dean shall inform all full-time faculty members of that department. The  
31 department shall elect its new representative no later than April 30 of each year, with newly  
32 elected members beginning their terms of office on the following July 1. ~~To be eligible to serve~~  
33 ~~as a departmental representative to the Faculty Council, a faculty member must be appointed~~  
34 ~~full-time and hold a primary appointment in that department.~~ The election shall be held by  
35 democratic process. Complaints concerning the occurrence of undemocratic selections of  
36 representatives shall be brought to the attention of the chair of the Faculty Council.

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**Commented [A4]:** A narrower version relating only to the Bylaws Committee was approved by the Bylaws Committee on 13 November 2017 and by the Faculty Council on 22 January 2018.  
Rationale: To make the Bylaws compliant with the Bylaws Committee charge approved by Faculty Council on May 15, 2017.

**Commented [A5]:** Approved by the Bylaws Committee 5-0 on 10 April 2018.  
SUBSTANTIVE: Generalizes the right of each Standing Committee of the Faculty to have a non-voting representative to the Faculty Council.

Deleted: In addition,

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Deleted: senator

**Commented [A6]:** Approved by the Bylaws Committee on 10 April, 2018 5-0/  
Rationale: Curatorial.

Deleted: chair of the

Deleted: chair of the

**Commented [A7]:** Approved by the Bylaws Committee on 12 March 2018, 5-0.  
SUBSTANTIVE: Preamble added and passage about process was moved from 3.3b  
Rationale: To improve clarity.

**Commented [A8]:** Moved from 3.3b.

**Commented [A9]:** Approved by the Bylaws Committee on 12 March 2018, 5-0.  
SUBSTANTIVE: Previous version of this passage did not specify the party to be informed by the dean, but in practice it was department chairs.  
Rationale: Faculty members should be informed directly about the opportunity to represent their colleagues on Faculty Council.

Deleted: (For more details concerning elections, see Article 3:6b, paragraph 3.) ¶  
a. Shall be held

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b. Upon notification by the dean, the full-time faculty members of each academic department of the School of Medicine shall elect

**Commented [A11]:** Approved by the Bylaws Committee on 12 March 2018, 5-0.

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1 ~~b. At-large representatives: The at-large representatives~~ shall be nominated by the  
2 ~~Nomination and Elections~~ committee (see Article 3:6b) and shall be elected by the full-time  
3 members of the faculty. The dean shall be requested to supply the ~~Nomination and Elections~~  
4 ~~committee~~ with a list of the ~~basic~~ and clinical science departments and rosters of the full-time  
5 faculty members with primary appointments in each department. Five at-large representatives  
6 shall be ~~elected~~ from ~~basic science~~ departments and five shall be ~~elected~~ from clinical science  
7 departments. There shall be at least two nominees for each of these positions. Those nominees  
8 who are not elected shall serve as alternates in the order of votes received (see ~~Article 3:4~~).  
9 ~~The terms of at-large Faculty Council members shall be staggered such that one or two~~  
10 ~~basic science and one or two clinical representatives are elected each year. No more than~~  
11 ~~one at-large representative shall be from a single department.~~  
12 ~~c. Institutional representatives: Upon notification by the dean, full-time faculty based at~~  
13 ~~each affiliated institution shall choose, by a method of their own design, one of their members~~  
14 ~~who has a primary base at that institution and who has not been elected a department~~  
15 ~~representative to be a representative to the Faculty Council.~~  
16 ~~d. Special Faculty representatives: The Nomination and Elections~~ Committee (see Article  
17 3:6b) shall nominate at least four members of the special faculty whose titles are modified by the  
18 adjective adjunct or clinical as candidates for representative to the Faculty Council. Two of these  
19 nominees shall be elected by the special faculty whose titles are modified by the adjective  
20 adjunct or clinical. The remaining nominees will serve as alternates in the order of votes  
21 received.  
22  
23 3.4: Terms of Office of Faculty Council Representatives  
24 Representatives shall serve for a period of three years. Representatives may not serve  
25 consecutive terms but may ~~stand for election~~ after an absence of one year. A department  
26 representative who is unable for any reason to complete a term of office shall be replaced by a  
27 full-time faculty member from the same academic department, elected by democratic process  
28 within that department. The new member shall complete the term of the former member and  
29 shall be eligible for reelection if the remaining term so completed has been less than two years.  
30 A departmental member on leave of absence shall be replaced during that leave by a faculty  
31 member from the same academic department, elected by democratic process within that  
32 department. Upon return from leave, the returned faculty member shall complete the original  
33 term of office. An at-large representative who is unable for any reason to complete a term of  
34 office shall be replaced by an alternate (per 3:3d) who shall serve during the remainder of the  
35 term or during the leave of the representative, as outlined for department representatives. A  
36 representative of the special faculty who is unable for any reason to complete a term shall be

Deleted: c. Upon notification by the dean, full-time faculty based at each affiliated institution shall choose, by a method of their own design, one of their members who has a primary base at that institution and who has not been elected a department representative to be a representative to the Faculty Council. ¶

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Commented [A12]: Approved by the Bylaws Committee on 12 March 2018, 5-0.

Rationale: Rearranged for clarity.

Commented [A13]: Approved by the Bylaws Committee 23 January, 2018, 6-0.

Rationale: Simplifies and clarifies a passage held over from the first version of the Bylaws.

Deleted: In each three-year cycle beginning with the adoption of these amendments, one preclinical and one clinical at-large representative shall be elected the first year, and two preclinical and two clinical at-large representatives shall be elected in each of the second and third years. Upon adoption of these amendments, the at-large representatives who are then serving may complete their terms of office

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Commented [A15]: Approved 5-0 2018-04-10.  
Rationale: Ensures broader representation on FC.

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Commented [A16]: Approved by the Bylaws Committee on 12 March, 2018.

Rationale: Moved so that the types of representatives are clearly distinguished.

Commented [A17]: Approved by the Bylaws Committee on 12 March, 2018.

Rationale: Phrase inserted for clarity.

Commented [A18]: Changes to 3.b and c (formerly d and e) were approved by the Bylaws Committee on 23 January, 2018.

Rationale: Correction (update of NEC name) and clarification.

Commented [A19]: Approved by the Bylaws Committee on 23 January, 2018.

Rationale: Clarification.

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1 replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during  
2 the leave of the representative. A representative of an affiliated institution who is unable for any  
3 reason to complete a term shall be replaced by a full-time faculty member with a primary base at  
4 the same institution. That individual shall be chosen by the same mechanism as the original  
5 representative, and shall serve for the remaining term or during the leave of the original  
6 member, as outlined above for department representatives.

7 Members who have three absences from Faculty Council meetings in one year must  
8 resign from the Faculty Council unless their absences were excused by the chair of the Faculty  
9 Council. A warning letter will be sent to the Faculty Council member after two absences, with a  
10 copy to the department chair. Selection of replacements for members who resign is discussed in  
11 the preceding paragraph.

### 13 3.5: Officers of the Faculty Council

14 Each year the Faculty Council shall elect a chair-elect from among current members of  
15 the Faculty Council. [The NEC shall strive to nominate at least two candidates for the position of  
16 chair-elect.] The chair-elect shall serve as vice-chair of the Faculty Council during the first year  
17 following election and succeed to the chair the following year. The chair of the Faculty Council  
18 (or the vice-chair of the Faculty Council in the absence of the chair) shall preside over the Faculty  
19 Council and shall be vice-chair of the Faculty of Medicine. Following completion of this term of  
20 office, the immediate past chair of the Faculty Council shall serve one additional year as a  
21 member of the Faculty Council and as a member of its Steering Committee. For procedures to be  
22 followed in the election of the officers and committees of the Faculty Council, see article 3:6b.  
23 The dean shall be requested to provide administrative support to these officers.

### 25 3.6: Committees of the Faculty Council

26 a. Steering Committee. The Steering Committee shall consist of eight members: the  
27 chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the  
28 Faculty Council, and five other Faculty Council members who shall be elected by the Faculty  
29 Council for one-year terms. These members may be reelected successively to the Steering  
30 Committee for the duration of their terms as members of the Faculty Council. The chair of the  
31 Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as  
32 chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of  
33 the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council  
34 between meetings. The Steering Committee shall report all actions and recommendations to the  
35 Faculty Council. Steering Committee meetings shall be conducted according to Robert's Rules of  
36 Order, Newly Revised. The Steering Committee shall act for the Faculty Council and faculty in

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Commented [A20]: Approved by the Bylaws Committee on 27 March, 2018, 4-0.  
SUBSTANTIVE.

Rationale: Aligns Article 3.5 with the revised Nomination and Elections Committee charge approved by Faculty Council on 21 May, 2018. Both changes remove the restriction that FC chair-elect candidates must have at least two years left in their term, thereby expanding the pool of candidates and allowing candidates who have more experience on FC to run for chair-elect.

Commented [A21]: Approved by the Bylaws Committee on 27 March, 2018, 4-0.

Rationale: This change prevents a candidate from running unopposed for this important office.

Commented [A22]: Modified language approved by the Bylaws Committee by email on Dec. 26, 2017, 6-0, based on feedback from December FC meeting.

Commented [A23]: Approved by the Bylaws Committee on 12 December, 2017.

Article 3.7d stipulates that Faculty Council meetings are conducted according to Robert's Rules but this was never explicitly stated for the Steering Committee. Rationale: Clarification.

1 reviewing actions of the Committee on Appointments, Promotions and Tenure in order to ensure  
2 equity, adherence to published guidelines, and proper procedure. The Steering Committee shall  
3 consult with the dean on such matters as the dean brings before it. The Steering Committee  
4 shall advise the president concerning the appointment of an interim or acting dean of the School  
5 of Medicine.

6 b. Nomination and Elections Committee. This committee shall consist of eleven  
7 members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, four  
8 other Faculty Council members, two each from the basic and clinical sciences, and four full-time  
9 faculty members who are not members of the Faculty Council, two each from the basic and  
10 clinical sciences. The four Faculty Council members of the Nomination and Elections Committee  
11 shall be elected at large by the Faculty Council and shall serve for the duration of their terms as  
12 Faculty Council members. The four non-members of the Faculty Council shall be elected by  
13 ballot by the Faculty of Medicine and shall serve three-year terms. The chair will be elected from  
14 the members of the committee annually.

15 The Nomination and Elections Committee shall nominate (1) candidates for the chair-  
16 elect of the Faculty Council from the eligible pool (all current members, see Article 3.5), (2)  
17 candidates for the Steering Committee, and (3) candidates for the standing committees of the  
18 Faculty Council. Ballots listing the nominees and leaving space for write-in candidates shall be  
19 sent to all members of the Faculty Council. The election of the chair-elect and the members of  
20 the Steering Committee, the Faculty Council members of the Nomination and Elections  
21 Committee and the members of other standing committees of the Faculty Council will be carried  
22 out at the May meeting of the Faculty Council. Additional nominations for all these offices shall  
23 be invited from the floor. The consent of the nominee must be obtained in order for a write-in or  
24 floor nomination to be valid. Faculty Council members who cannot attend the May meeting may  
25 vote by mail (noting that wherever mail voting or distribution is mentioned in these Bylaws,  
26 voting or distribution by email or other method well-calculated to reach voters shall be  
27 considered satisfactory). Candidates for chair-elect will also be candidates for the Steering  
28 Committee and will be so listed on mail ballots. Faculty Council members shall vote for one  
29 nominee for chair-elect and for six members of the Steering Committee. The five persons with  
30 the highest number of votes, excluding the person elected to the office of chair-elect, shall be  
31 elected to serve on the Steering Committee. Both mail ballots and ballots collected at the Faculty  
32 Council meeting shall be counted, whether or not a quorum is present at the meeting. If the  
33 total number of ballots received does not equal or exceed 50% of the members of Faculty  
34 Council, ballots may be solicited from absentee members. If either the Steering Committee or  
35 the Nomination and Elections Committee perceives a significant deficit in the representation of  
36 faculty constituencies within its membership following the annual election, either committee may

**Commented [A24]:** Approved by the Bylaws Committee on 10 April, 2018.

Rationale: Updates language to reflect the current structure of the curriculum (students are in the clinic from their first year onward).

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**Commented [A25]:** Approved by the Bylaws Committee on 27 March, 2018, 4:0 and by Faculty Council on 21 May, 2018.

Reiterates the provision in Article 3.5 that all current members of Faculty Council are eligible to run for chair-elect.

Rationale: As stated in Article 3.5.

ask the chair of Faculty Council to appoint a single ad hoc voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee should be a current member of the Faculty Council. In the case of the Nomination and Elections Committee, the appointee should be a regular member of the Faculty of Medicine.

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of ~~candidates~~ shall be at least twice the number of positions to be filled. ~~In recruiting faculty for the ballot, the NEC shall strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic and clinical departments. A nominee may not be put on the ballot if in winning the election they would serve on more than two standing committees of the Faculty of Medicine or Faculty Council (ad hoc committees are not included in this count). Exceptions will be made only if no other candidates come forward to fill a committee vacancy. Elections shall be conducted by e-mail or other electronic means, using a preferential voting system. Ballots shall include a clear explanation of the preferential voting system. Ballots listing candidates for the representatives of the special faculty on the Faculty Council shall be distributed to all special faculty whose titles are modified by the adjective adjunct or clinical. Ballots listing candidates for committees dealing with the planning and approval of the curriculum, the execution of the instructional program, and the formulation of policies with regard to student affairs shall be distributed to all members of the faculty. Elections shall be conducted as far in advance of the completion of the terms of sitting members as is practicable. Elections shall be conducted through the campus and first class mail or by email or other electronic means. All electronic ballots shall provide space for write-in candidates. At least two weeks shall be allowed between the distribution of all ballots and the close of the election and determination of election results. Distribution of the ballots and the determination and publication of the election results shall be the responsibility of the Nomination and Elections Committee. After each election, the Committee shall count the votes and publish all the vote totals. Any irregularities or issues in the conduct of the elections shall be investigated and resolved by the Committee. The Nomination, and Elections Committee shall report its investigation and resolution to the Faculty Council and the Faculty of the School of Medicine. The dean shall be requested to supply administrative support for the elections.~~

c. Special Committee to Nominate Candidates for the Search Advisory Committee to the President on the Selection of the Dean of the School of Medicine. This special nominating

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**Commented [A26]:** Approved by the Bylaws Committee on 12 December, 2017, 6-0 and by Faculty Council on 21 May, 2018.

Rationale: Curatorial.

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**Commented [A27]:** The amendments in lines 34-36 and lines 1-18 on the following page were approved 4:0 at the BC's 27 March, 2018 meeting, subsequently accepted by the NEC and approved by Faculty Council on 21 May, 2018.

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**Commented [A28]:** SUBSTANTIVE. Stipulates that a faculty member may serve on only two committees concurrently.

Rationale: Increases overall participation in faculty governance and broadens representation.

**Commented [A29]:** Approved 2018-04-10, 5 -0. SUBSTANTIVE: Institutes a preferential voting system in place of run-off elections (which were never explicitly described but conducted when candidate(s) did not receive a majority of the votes cast, as required by Robert's Rules).

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**Deleted:** shall be used for multi-seat elections

**Commented [A32]:** Rationale: Removes archaic language.

**Deleted:** Electees shall be chosen by mail ballot. Ballots listing candidates for Faculty Council, senators, and standing committees of the faculty shall be mailed to all full-time members of the faculty.

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**Commented [A33]:** Approved by the Bylaws Committee 28 February, 2018.

Rationale: Modernizes description to match current practice.

**Commented [A34]:** Approved by the Bylaws Committee on 28 February, 2018.

Rationale: Modernization.

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**Commented [A35]:** Approved by the Bylaws Committee on 28 February, 2018.

Rationale: Replaces "will" with the more forceful "will."

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1 committee shall be formed when needed and shall consist of the chair of Faculty Council, three  
2 other members of the Steering Committee of the Faculty Council, three elected members of the  
3 Nomination and Elections Committee, and four academic department chairs (two Basic Science,  
4 two Clinical) of the School of Medicine. The chair of the Faculty Council shall serve as chair of this  
5 special nominating committee, and the other ten members shall be elected by their respective  
6 groups. The majority of the nominees for the Search Advisory Committee selected by this special  
7 nominating committee shall be full-time members of the Faculty of Medicine. The president is  
8 requested to consider these nominees when appointing members of the Search Advisory  
9 Committee.

10 In the early stages of the search for the dean of the School of Medicine, the chair of the  
11 Faculty Council shall solicit recommendations, opinions, and advice regarding selection of the  
12 dean from members of the Faculty of Medicine by mail and submit these views directly to the  
13 Search Advisory Committee. When a final list of candidates for the position of dean has been  
14 assembled, the Search Advisory Committee is requested to solicit the views and advice of the  
15 Steering Committee of the Faculty Council on the ranking of the candidates.

16 d. Other Committees of the Faculty Council. The Faculty Council may create other  
17 standing and *ad hoc* committees of the Faculty Council to carry out specific functions and duties  
18 assigned to it. These committees may include members who are not Faculty Council members.  
19

### 20 3.7: Meetings of the Faculty Council

21 a. The Faculty Council shall meet at least once every two months from September  
22 through June of each academic year. Special meetings may be called by a majority vote of the  
23 Steering Committee, by a written petition of 10 members of the faculty addressed to the chair of  
24 the Faculty Council, or by the dean.

25 b. The agenda for each meeting shall be prepared by the Steering Committee, posted  
26 electronically, and sent electronically to all faculty members at least one week in advance of  
27 regular meetings and at least two days in advance of special meetings

28 c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to  
29 Faculty Council members, to the dean, to all department chairs, and to each member of the  
30 Faculty of Medicine. Approved minutes shall be posted electronically and sent electronically to all  
31 faculty members. The dean is requested to provide administrative support for this purpose.

32 d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised.

33 A parliamentarian may be appointed by the Faculty Council Chair in order to facilitate orderly  
34 transaction of business. A quorum of the Faculty Council shall consist of 50% of the voting  
35 members. Elected members may not designate alternates for council meetings or vote by proxy

**Commented [A36]:** Approved by the Bylaws Committee on  
12 December, 2017.  
Rationale: Curatorial.

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**Commented [A37]:** Approved by the Bylaws Committee on  
12 December, 2017.  
Rationale: Curatorial

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**Commented [A38]:** Approved by the Bylaws Committee on  
12 December, 2017.  
Rationale: Echoes language in the Faculty Senate Bylaws.

1 in council meetings. Faculty Council members may vote *in absentia* by mail in the election of  
2 officers and standing committees of the Faculty Council (see article 3.6b).

3  
4 3.8: Annual Report of the Faculty Council

5 Each year the chair of the Faculty Council shall submit to the faculty a report on the  
6 activities of the Faculty Council.



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# **BYLAWS**

## **THE FACULTY OF MEDICINE**

### **CASE WESTERN RESERVE UNIVERSITY**

ADOPTED BY THE FACULTY OF MEDICINE, AUGUST 25, 1978  
RATIFIED BY THE FACULTY SENATE, DECEMBER 13, 1978

AMENDED BY THE FACULTY OF MEDICINE, MARCH 25, 1998  
RATIFIED BY THE FACULTY SENATE, APRIL 23, 1998

AMENDED BY THE FACULTY OF MEDICINE JUNE 25, 1999 AND JUNE 30, 2000  
RATIFIED BY THE FACULTY SENATE, NOVEMBER 6, 2000

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 31, 2003  
RATIFIED BY THE FACULTY SENATE, APRIL 27, 2003

AMENDED BY THE FACULTY OF MEDICINE, APRIL 22, 2005  
RATIFIED BY THE FACULTY SENATE, FEBRUARY 27, 2006

AMENDED BY THE FACULTY OF MEDICINE, JANUARY 11, 2010  
RATIFIED BY THE FACULTY SENATE, APRIL 21, 2010

AMENDED BY THE FACULTY OF MEDICINE, AUGUST 26, 2011  
RATIFIED BY THE FACULTY SENATE, FEBRUARY 22, 2012

AMENDED BY THE FACULTY OF MEDICINE, MAY 6, 2014  
RATIFIED BY THE FACULTY SENATE, JANUARY 22, 2016

AMENDED BY THE FACULTY OF MEDICINE, FEBRUARY 15, 2017, JULY 13, 2017, & November 13, 2017  
RATIFIED BY THE FACULTY SENATE, JANUARY 30, 2018

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1 ARTICLE 3: THE FACULTY COUNCIL

3 3.1: Purpose and Functions of the Faculty Council

4 The Faculty of Medicine delegates all powers not reserved to the Faculty of Medicine  
5 itself (see Article 2) to a Faculty Council. The Faculty Council shall serve as the Executive  
6 Committee of the Faculty of Medicine, in accordance with Article X.1 of the Bylaws of the Faculty  
7 Senate. The Faculty Council shall meet regularly to exercise its powers and obligations, which  
8 shall include but not be limited to the following:

- 9 a. To act for the Faculty of Medicine regarding the planning and execution of  
10 educational programs and the formulation of policies concerning curricula, student  
11 admissions, and the conduct of research in consultation with the appropriate  
12 standing committee of the Faculty of Medicine. It shall review the requirements for  
13 the M.D. degree and the recommendations of the Committee on Students regarding  
14 student standings and student promotions;
- 15 b. To hear reports of the Standing Committees of the Faculty of Medicine and of the  
16 Faculty Council and recommend action on such reports;
- 17 c. To make recommendations to the Faculty of Medicine concerning the establishment,  
18 discontinuance, and merging of departments;
- 19 d. To make recommendations to the Faculty of Medicine concerning the establishment,  
20 discontinuance, and initial charge and representative composition of the membership  
21 of all Faculty of Medicine standing committees (see Article 2.6c);
- 22 e. To elect a chair, a chair-elect, members of the Steering Committee, and the Faculty  
23 Council members of the Nomination and Elections Committee;
- 24 f. To classify any issue requiring a vote of the faculty so as to determine the eligibility  
25 of the adjunct/clinical and student members to vote on that issue (per 2.4biii and  
26 2.4bv); and
- 27 g. To create *ad hoc* committees to make recommendations concerning its various  
28 functions and duties (see Article 3:6d).

30 3.2: Membership of the Faculty Council

31 a. Voting Members. Voting members of the Faculty Council shall include one  
32 representative of each academic department (all references hereafter to academic departments  
33 include the Division of General Medical Sciences (DGMS), which has departmental status; see  
34 Article 4.7). When more than one autonomous department exists within a single academic  
35 discipline, as per section 4.3 below, a representative of each such department shall be elected to

**Commented [A1]:** All proposed amendments to 3.1-3.3 were approved by Faculty Council on 19 November 2018. See previous versions for those amendments.

1 the Faculty Council. These representatives shall be referred to as departmental representatives.  
2 Other voting members shall include two representatives from the special faculty whose titles are  
3 modified by the adjective adjunct or clinical, one representative from each affiliated institution,  
4 and 10 representatives of the regular faculty elected at large. All these representatives shall be  
5 members of the faculty.

6 b. Non-voting Members. Non-voting members of the Faculty Council shall be the  
7 president of the university, a vice-president of the university responsible for medical school  
8 activities, the dean of the School of Medicine, the associate dean for medical education of the  
9 School of Medicine, the chair of the Committee on Medical Education, and student members who  
10 shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and  
11 one Ph.D. graduate student. The student members shall be chosen by their respective groups.  
12 To facilitate communication between Standing Committees and the Faculty Council, if no member  
13 of a Standing Committee of the Faculty of Medicine is a voting member of the Faculty Council,  
14 the Faculty Council Chair may appoint one of the Standing Committee's elected members to  
15 serve as a non-voting, *ad hoc* member, in accordance with each committee's charge. If a  
16 representative to the university Faculty Senate is not included in the Faculty Council as a voting  
17 member, the Faculty Council Chair shall appoint one of the School of Medicine senators to be an  
18 *ad hoc* member of the Faculty Council. The Faculty Council Chair may invite other persons to  
19 attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty  
20 members may at any time request hearings before Faculty Council, but a request by a faculty  
21 member for a hearing before the Faculty Council must be made to the chair prior to the meeting  
22 of the Faculty Council.

### 23 24 3.3: Election of the Members of the Faculty Council

25 Faculty members have the power and obligation to elect Faculty Council representatives  
26 (see Article 2.3). Elections shall be held by democratic process. Complaints concerning the  
27 occurrence of undemocratic selections of representatives shall be brought to the attention of the  
28 chair of the Faculty Council.

29 a. Departmental representatives: When the term of a departmental representative is  
30 coming to an end, the dean shall inform all full-time faculty members of that department. The  
31 department shall elect its new representative no later than April 30 of each year, with newly  
32 elected members beginning their terms of office on the following July 1. To be eligible to serve  
33 as a departmental representative to the Faculty Council, a faculty member must be appointed  
34 full-time and hold a primary appointment in that department. The election shall be held by  
35 democratic process. Complaints concerning the occurrence of undemocratic selections of  
36 representatives shall be brought to the attention of the chair of the Faculty Council.



replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during the leave of the representative. A representative of an affiliated institution who is unable for any reason to complete a term shall be replaced by a full-time faculty member with a primary base at the same institution. That individual shall be chosen by the same mechanism as the original representative, and shall serve for the remaining term or during the leave of the original member, as outlined above for department representatives.

Members who have three absences from Faculty Council meetings in one year must resign from the Faculty Council unless their absences were excused by the chair of the Faculty Council. A warning letter will be sent to the Faculty Council member after two absences, with a copy to the department chair. Selection of replacements for members who resign is discussed in the preceding paragraph.

### 3.5: Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from among current members of the Faculty Council. The NEC shall strive to nominate at least two candidates for the position of chair-elect. The chair-elect shall serve as vice-chair of the Faculty Council during the first year following election and succeed to the chair the following year. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall preside over the Faculty Council and shall be vice-chair of the Faculty of Medicine. Following completion of this term of office, the immediate past chair of the Faculty Council shall serve one additional year as a member of the Faculty Council and as a member of its Steering Committee. For procedures to be followed in the election of the officers and committees of the Faculty Council, see article 3:6b. The dean shall be requested to provide administrative support to these officers.

### 3.6: Committees of the Faculty Council

a. Steering Committee. The Steering Committee shall consist of eight members: the chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the Faculty Council, and five other Faculty Council members who shall be elected by the Faculty Council for one-year terms. These members may be reelected successively to the Steering Committee for the duration of their terms as members of the Faculty Council. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council between meetings. The Steering Committee shall report all actions and recommendations to the Faculty Council. Steering Committee meetings shall be conducted according to Robert's Rules of Order, Newly Revised. The Steering Committee shall act for the Faculty Council and faculty in

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**Deleted:** who have at least two years of their terms remaining

**Commented [A3]:** Approved by the Bylaws Committee on 27 March, 2018, 4-0. SUBSTANTIVE.

Rationale: Aligns Article 3.5 with the revised Nomination and Elections Committee charge approved by Faculty Council on 21 May, 2018. Both changes remove the restriction that FC chair-elect candidates must have at least two years left in their term, thereby expanding the pool of candidates and allowing candidates who have more experience on FC to run for chair-elect.

**Commented [A4]:** Approved by the Bylaws Committee on 27 March, 2018, 4-0.

Rationale: This change prevents a candidate from running unopposed for this important office.

**Commented [A5]:** Modified language approved by the Bylaws Committee by email on Dec. 26, 2017, 6-0, based on feedback from December FC meeting.

**Commented [A6]:** Approved by the Bylaws Committee on 12 December, 2017.

Article 3.7d stipulates that Faculty Council meetings are conducted according to Robert's Rules but this was never explicitly stated for the Steering Committee. Rationale: Clarification.

1 reviewing actions of the Committee on Appointments, Promotions and Tenure in order to ensure  
2 equity, adherence to published guidelines, and proper procedure. The Steering Committee shall  
3 consult with the dean on such matters as the dean brings before it. The Steering Committee  
4 shall advise the president concerning the appointment of an interim or acting dean of the School  
5 of Medicine.

6 **b. Nomination and Elections Committee.** This committee shall consist of eleven  
7 members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, four  
8 other Faculty Council members, two each from the basic and clinical sciences, and four full-time  
9 faculty members who are not members of the Faculty Council, two each from the basic and  
10 clinical sciences. The four Faculty Council members of the Nomination and Elections Committee  
11 shall be elected at large by the Faculty Council and shall serve for the duration of their terms as  
12 Faculty Council members. The four non-members of the Faculty Council shall be elected by  
13 ballot by the Faculty of Medicine and shall serve three-year terms. The chair will be elected from  
14 the members of the committee annually.

15 The Nomination and Elections Committee shall nominate (1) candidates for the chair-  
16 elect of the Faculty Council from the eligible pool (all current members, see Article 3.5), (2)  
17 candidates for the Steering Committee, and (3) candidates for the standing committees of the  
18 Faculty Council. Ballots listing the nominees and leaving space for write-in candidates shall be  
19 sent to all members of the Faculty Council. The election of the chair-elect and the members of  
20 the Steering Committee, the Faculty Council members of the Nomination and Elections  
21 Committee and the members of other standing committees of the Faculty Council will be carried  
22 out at the May meeting of the Faculty Council. Additional nominations for all these offices shall  
23 be invited from the floor. The consent of the nominee must be obtained in order for a write-in or  
24 floor nomination to be valid. Faculty Council members who cannot attend the May meeting may  
25 vote by mail (noting that wherever mail voting or distribution is mentioned in these Bylaws,  
26 voting or distribution by email or other method well-calculated to reach voters shall be  
27 considered satisfactory). Candidates for chair-elect will also be candidates for the Steering  
28 Committee and will be so listed on mail ballots. Faculty Council members shall vote for one  
29 nominee for chair-elect and for six members of the Steering Committee. The five persons with  
30 the highest number of votes, excluding the person elected to the office of chair-elect, shall be  
31 elected to serve on the Steering Committee. Both mail ballots and ballots collected at the Faculty  
32 Council meeting shall be counted, whether or not a quorum is present at the meeting. If the  
33 total number of ballots received does not equal or exceed 50% of the members of Faculty  
34 Council, ballots may be solicited from absentee members. If either the Steering Committee or  
35 the Nomination and Elections Committee perceives a significant deficit in the representation of  
36 faculty constituencies within its membership following the annual election, either committee may

**Commented [A7]:** All proposed amendments to 3.6b were approved by Faculty Council on 21 May 2018. See previous versions for those amendments.

ask the chair of Faculty Council to appoint a single ad hoc voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee should be a current member of the Faculty Council. In the case of the Nomination and Elections Committee, the appointee should be a regular member of the Faculty of Medicine.

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of candidates shall be at least twice the number of positions to be filled. In recruiting faculty for the ballot, the NEC shall strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic and clinical departments. A nominee may not be put on the ballot if in winning the election they would serve on more than two standing committees of the Faculty of Medicine or Faculty Council (ad hoc committees are not included in this count). Exceptions will be made only if no other candidates come forward to fill a committee vacancy. Elections shall be conducted by e-mail or other electronic means, using a preferential voting system. Ballots shall include a clear explanation of the preferential voting system. Ballots listing candidates for the representatives of the special faculty on the Faculty Council shall be distributed to all special faculty whose titles are modified by the adjective adjunct or clinical. Ballots listing candidates for committees dealing with the planning and approval of the curriculum, the execution of the instructional program, and the formulation of policies with regard to student affairs shall be distributed to all members of the faculty. Elections shall be conducted as far in advance of the completion of the terms of sitting members as is practicable. Elections shall be conducted by email or other electronic means. All electronic ballots shall provide space for write-in candidates. At least two weeks shall be allowed between the distribution of all ballots and the close of the election and determination of election results. Distribution of the ballots and the determination and publication of the election results shall be the responsibility of the Nomination and Elections Committee. After each election, the Committee shall count the votes and publish all the vote totals. Any irregularities or issues in the conduct of the elections shall be investigated and resolved by the Committee. The Nomination and Elections Committee shall report its investigation and resolution to the Faculty Council and the Faculty of the School of Medicine. The dean shall be requested to supply administrative support for the elections.

c. Special Committee to Nominate Candidates for the Search Advisory Committee to the President on the Selection of the Dean of the School of Medicine. This special nominating committee shall be formed when needed and shall consist of the chair of Faculty Council, three



1 other members of the Steering Committee of the Faculty Council, three elected members of the  
2 [Nomination and Elections Committee](#), and four academic department chairs (two Basic Science,  
3 two Clinical) of the School of Medicine. The chair of the Faculty Council shall serve as chair of this  
4 special nominating committee, and the other ten members shall be elected by their respective  
5 groups. The majority of the nominees for the Search Advisory Committee selected by this special  
6 nominating committee shall be full-time members of the Faculty of Medicine. The president is  
7 requested to consider these nominees when appointing members of the Search Advisory  
8 Committee.

9 In the early stages of the search for the dean of the School of Medicine, the chair of the  
10 Faculty Council shall solicit recommendations, opinions, and advice regarding selection of the  
11 dean from members of the Faculty of Medicine by mail and submit these views directly to the  
12 Search Advisory Committee. When a final list of candidates for the position of dean has been  
13 [assembled](#), the Search Advisory Committee is requested to solicit the views and advice of the  
14 Steering Committee of the Faculty Council on the ranking of the candidates.

15 d. Other Committees of the Faculty Council. The Faculty Council may create other  
16 standing and *ad hoc* committees of the Faculty Council to carry out specific functions and duties  
17 assigned to it. These committees may include members who are not Faculty Council members.

### 18 3.7: Meetings of the Faculty Council

19 a. The Faculty Council shall meet at least once every two months from September  
20 through June of each academic year. Special meetings may be called by a majority vote of the  
21 Steering Committee, by a written petition of 10 members of the faculty addressed to the chair of  
22 the Faculty Council, or by the dean.

23 b. The agenda for each meeting shall be prepared by the Steering Committee, posted  
24 electronically, and sent electronically to all faculty members at least one week in advance of  
25 regular meetings and at least two days in advance of special meetings

26 c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to  
27 Faculty Council members, to the dean, to all department chairs, and to each member of the  
28 Faculty of Medicine. Approved minutes shall be posted electronically and sent electronically to all  
29 faculty members. The dean is requested to provide administrative support for this purpose.

30 d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised.

31 [A parliamentarian may be appointed by the Faculty Council Chair in order to facilitate orderly](#)  
32 [transaction of business](#). A quorum of the Faculty Council shall consist of 50% of the voting  
33 members. Elected members may not designate alternates for council meetings or vote by proxy  
34 in council meetings. Faculty Council members may vote *in absentia* by mail in the election of  
35 officers and standing committees of the Faculty Council (see article 3.6b).  
36

**Commented [A8]:** Approved by the Bylaws Committee on 12 December, 2017.  
Rationale: Curatorial.

**Deleted:** ng

**Commented [A9]:** Approved by the Bylaws Committee on 12 December, 2017.  
Rationale: Curatorial

**Deleted:** selected

**Commented [A10]:** Approved by the Bylaws Committee on 12 December, 2017.  
Rationale: Echoes language in the Faculty Senate Bylaws.

1

2 3.8: Annual Report of the Faculty Council

3       Each year the chair of the Faculty Council shall submit to the faculty a report on the  
4 activities of the Faculty Council.

DEPARTMENT	INSTITUTION	2018- 19	2017- 18	2016- 17	2015- 16	2014- 15
Anatomy	SOM	y	y	y	y	y
Anesth	UH	y	y	y	n	y
Anesth	CCF	y	y	y	y	y
Anesth	Metro	n	n	n	n	n
Biochemistry	SOM	y	y	y	y	y
Bioethics	SOM	y	y	y	y	y
Bio medical engineering	SOM	y	y	y	y	y
Derm	UH	y	y	y	y	y
Derm	Metro	n	n	n	n	n
Emergency Med	UH	y	y	y	y	y
Emergency Med	Metro	y	n	y	n	n
Family Med and Community Health	UH	n	n	n	n	n
Family Med	Metro	n	n	y	n	n
Family Medicine	CCF	y	y	y	y	n
GMS	SOM	y	n	y	y	n
Genetics	SOM	y	y	y	y	y
Medicine	UH	y	y	y	y	y
Medicine	Metro	y	y	y	n	y
Medicine	CCF	y	y	y	y	y
Molecular Biology	SOM	y	n	y	y	y
Molecular Medicine	CCF	y	y	y	y	y
Neurological Surgery	UH	n	y	y	y	y
Neurological Surgery	Metro	n	n	n	n	n
Neurological Surgery	CCF	y	y	y	n/a	n/a
Neurology	UH	y	n	y	y	n
Neurology	Metro	n	n	n	n	n
Neurosciences	SOM	y	y	y	y	y
Nutrition	SOM	y	y	y	y	y
Ophthalmology and Visual Sciences	UH	n	n	n	y	y
Ophthalmology	CCF	y	y	y	y	y
Orthopedics	UH	y	y	y	y	y
Orthopedics	Metro	n	n	y	y	y
Otolaryngology	UH	y	y	y	y	y
Otolaryngology	Metro	n	n	n	y	y
Pathology	UH	y	y	y	y	y
Pathology	Metro	n	y	y	y	y
Pathology	CCF	y	y	y	y	y
Pediatrics	UH	n	y	y	n	y
Pediatrics	Metro	y	y	n	y	y
Pediatrics	CCF	y	y	y	y	n
Pharmacology	SOM	y	y	y	y	y

Physical Med and Rehab	Metro	n	y	y	n	y
Physiology and Biophysics	SOM	y	y	y	y	y
Plastic Surgery	UH	n	n	y	y	y
Pop and Quant Health Sciences	SOM	y	y	?	y	y
Psychiatry	UH	y	n	?	y	n
Psychiatry	Metro	n	n	n	n	y
Radiation Oncology	UH	y	n	n	y	y
Radiology	UH	n	n	y	n	y
Radiology	Metro	n	n	?	y	n
Radiology	CCF	y	y	y	y	y
Reproductive Medicine	UH	y	n	n	y	y
Reproductive Medicine	Metro	n	n	y	y	y
Surgery	UH	n	n	y	y	y
Surgery	Metro	n	y	n	y	y
Surgery	CCF	y	n	y	y	n
Urology	UH	n	y	y	y	y
Urology	CCF	n	n/a	n/a	n/a	n/a

Institutional rep UH	UH	y	n	n	y	no data
Institutional rep Metro	Metro	y	y	y	n	no data
Institutional rep CCF	CCF	y	y	y	y	no data
Institutional rep VA	VA	y	y	y	y	no data

Chair	SOM	SOM	SOM	UH	SOM	SOM
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Environmental HS	dna	dna	dna	n	n
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	2018- 19	2017- 18	2016- 17	2015- 16	2014- 15
Percent filled					
UH	59	53	74	79	84
SOM	100	83	92	100	92
CCF	91	90	100	100	67
Metro	19	31	44	44	56

2013-14	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04	2002-03	2001-02
y	y	y	y	y	y	y	y	y	y	n	y	y
y	y	n	y	y	y	y	y	y	n	y	y	y
y	y	n	n	y	y	y	y	y	y	n	y	n/a
n	n	n	n	n	n	n	n	n	y	y	n/a	n/a
y	y	y	y	n	y	y	y	y	y	y	y	y
y	y	n	y	y	y	n	y	y	y	n	n/a	n/a
n	n	y	y	y	n	y	y	n	n	y	y	y
y	y	y	y	y	y	y	y	y	n	y	y	y
n	n	n	n	n	n	n	n	n	n	n	n	n/a
y	y	y	y	y	y	n/a	n/a	n/a	n/a	n/a	n/a	n/a
y	y	y	y	n	n	y	y	n	y	y	n/a	n/a
y	y	y	y	y	y	y	y	y	y	y	y	y
y	y	y	y	y	n	y	n	n	n	n	n/a	n/a
n	n	n	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
y	y	y	y	y	y	n	n	y	y	y	y	y
y	y	y	y	y	y	y	n	y	y	y	y	n
n	n	y	y	y	y	y	y	y	n	y	y	y
y	y	n	n	y	y	y	y	y	y	y	n	n/a
n	n	y	y	y	n	n	y		y	n	n/a	n/a
y	y	y	y	n	n	y	y	y	y	y	y	y
n	y	n	y	y	n	n	y	y	y	n	n/a	n/a
y	y	n	y	y	n	n	y	y	y	y	y	y
y	y	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
y	y	y	y	y	y	y	n	y	n	y	y	y
y	y	n	y	y	y	n	n	y	y	y	n	n/a
y	y	y	y	y	y	y	y	y	y	y	y	y
y	y	y	y	y	y	y	y	y	y	y	y	y
y	y	y	y	n	y	y	y	y	y	n	n	y
n	n	n	n	n	n	n/a	n/a	n/a	n/a	n/a	n	n/a
n	n	n/a	n/a	y	y	y	y	y	y	y	n	y
n	n	n	n	n	n	n	n	n	n	n	n	n/a
y	y	n	y	y	y	y	y	y	n	y	y	y
y	y	y	y	y	y	y	n	y	y	y	n	n/a
y	y	y	y	y	y	y	y	n	y	y	y	y
y	y	y	y	y	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
n	n	n	n	y	y	n	y	y	y	n	n/a	n/a
y	y	y	y	y	y	y	y	y	Y	y	y	y
y	y	y	y	y	y	y	n	n	Y	y	y	n/a
n	n	y	y	y	n	n	y	n	Y	n	n/a	n/a
y	y	y	y	y	y	y	y	y	Y	y	y	y

y	y	y	y	y	y	y	y	y	Y	n	n/a	n/a
y	y	y	y	y	y	y	y	y	N	y	y	y
y	y	y	y	n	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
y	y	y	y	y	y	y	y	n	y	y	y	y
y	y	y	y	y	y	y	y	y	y	y	y	n
n	n	n	y	y	y	y	y	y	y	y	y	n/a
y	y	y	y	n	n	y	y	y	n	y	n	y
y	y	y	y	y	y	n	n	n	n	y	y	y
y	y	y	y	n	y	y	y	n	y	y	y	n/a
y	y	n	n	y	n	y	y	y	y	n	n/a	n/a
y	y	y	y	n	y	y	y	y	y	y	y	y
y	y	y	y	y	y	y	n	y	y	y	y	n/a
y	y	y	y	y	y	y	n	n	n	y	y	y
n	n	y	y	y	y	y	y	n	y	y	y	n/a
n	n	n	n	y	y	y	y	y	y	n	n/a	n/a
y	y	y	n	n	n	n	y	y	y	y	y	y
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

										y	y	y
										n	n	y
										n/a	n/a	n/a
										n	n	y

UH-CW	UH	SOM	UH-CW	Metro	Metro	UH-CW	UH	UH	Metro	UH-CW	UH	UH
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y	y	y	y	y	y	y	n	n	y	y	y	n
2013-14	2012-13	2011-12	2010-11	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04	2002-03	2001-02
89	89	84	89	74	83	82	82	82	53	94	82	94
92	92	92	100	83	83	83	83	83	83	83	100	91
22	33	22	38	88	38	43	100	100	100	0	50	dna
69	69	53	73	67	64	71	43	43	79	71	50	dna

## **Report of School of Medicine Lecture Committee to the Faculty Council**

**Neil Greenspan, Chairman (January 26, 2019)**

### Recent Lecture Committee History:

Hung-Ying Kao rotated off of the Committee. We welcomed Matthias Buck as a new member.

### **Current Lecture Committee Roster:**

Matthias Buck (MB)  
Kishore Guda (KG)  
Diana Ramirez-Bergeron (DR-B)  
Xinglong Wang (XW)  
Neil Greenspan (NG)

### Lecture Committee Meetings in the 2018-2019 Academic Year:

11/12/18	1 hr.	Lecture Committee (MB, KG, DR-B, XW, NG); the full Committee met to discuss possible invitees for the 2091-2020 Bloomfield and Hanna Lectures
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Correspondence among all Committee members by email was used for exploring the credentials of candidates for the upcoming Bloomfield and Hanna Lectureships. This communication enhanced the efficiency of our in-person meeting.

## **Speakers for the 2018-2019 Louis A. Bloomfield Memorial and H.M. Hanna Lectures:**

### **October 10, 2018**

Louis A. Bloomfield Memorial Lecture

**Andrew Read** (*Invited by NG*); innovative researcher on infectious disease who studies resistance in response to antibiotics and vaccines as well as pathogen virulence; Pennsylvania State University  
Evan Pugh Professor of Biology & Entomology  
Eberly College of Science Distinguished Senior Scholar  
W230A Millennium Science Complex  
University Park, PA 16802

Email: [a.read@psu.edu](mailto:a.read@psu.edu)

Work Phone: 814-867-2396

Total expenditures: \$3854.89

Estimated (by NG) attendance: 25-30 (probably a conservative estimate)

**October 29, 2018**

H.M. Hanna Lecture

**Michael N. Hall** (*Invited by DR-B*); discovered Tor proteins for which he received the 2017

Albert Lasker Basic Medical Research Award

Professor of Biochemistry

Biozentrum, University of Basel

Klingelbergstrasse 70

CH4056 Basel, Switzerland

TEL: (+41 61) 207 2150

FAX: (+41 61) 207 0759

Email: [M.Hall@unibas.ch](mailto:M.Hall@unibas.ch)

URL: [www.biozentrum.unibas.ch/research/groups-platforms/overview/unit/hall/](http://www.biozentrum.unibas.ch/research/groups-platforms/overview/unit/hall/)

Total expenditures: \$3940.66

Estimated (by DR-B; actual count from podium) attendance: ~100

### **Speakers slated for the 2019-2020 Louis A. Bloomfield Memorial and H.M. Hanna Lectures:**

#### **Louis A. Bloomfield Memorial Lecture**

Wendell Lim (*Invited by XW*)

Professor & Chair, Department of Cellular and Molecular Pharmacology

Investigator, Howard Hughes Medical Institute

Director, UCSF Center for Systems & Synthetic Biology

[wendell.lim@ucsf.edu](mailto:wendell.lim@ucsf.edu)

Engineering T cells, as T cells armed with synthetic chimeric antigen receptors (CARs) have proven to be a highly effective clinical platform for recognizing and killing cancer cells.

<http://limlab.ucsf.edu/>

#### **H.M. Hanna Lecture**

Sheena Radford (*Invited by MB*)

Professor Sheena Radford, Director of Ashbury Center for Structural Biology, Univ of Leeds

<http://www.astbury.leeds.ac.uk/people/staff/staffpage.php?StaffID=SER>

A leader of protein biophysics/misfolding and amyloid studies in Europe. Excellent speaker.

### **Speakers slated for the 2020-2021 Louis A. Bloomfield Memorial and H.M. Hanna Lectures:**

#### **Louis A. Bloomfield Memorial Lecture**

No invitation offered as of 1/26/19.



**H.M. Hanna Lecture**

Hans Clevers (**Invited by KG**)

Hans Clevers is group leader at the Hubrecht Institute for Developmental Biology and Stem Cell Research and professor of Molecular Genetics at the University Medical Center Utrecht and Utrecht University. He is also Director Research of the Princess Máxima Center for Pediatric Oncology and OncoCode Investigator.

The Clevers group studies the biology of Wnt signaling in tissue turnover and in cancer.  
<https://www.hubrecht.eu/research-groups/clevers-group/>

**New Endowed Lecture Policy:**

The only application for an under-utilized fund was received was from Dr. Yu, who was awarded up to \$5900 from the Zella Hall Lecture Fund for the Pittsburgh Diffraction Conference in October, 2018.

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**Ideas for increasing faculty participation in nominating candidates for unused lectureships (11/12/18):**

Send email messages about available lectureships through department chairs

Advertise at department seminars or on departmental news screens

Announce available lectureships in the Case Daily

Provide an algorithm or template for the invitation process to minimize the effort involved in submitting a nomination

Simplify application (if possible)

Solicit student-initiated nominations, to be sent to the Lecture Committee for evaluation

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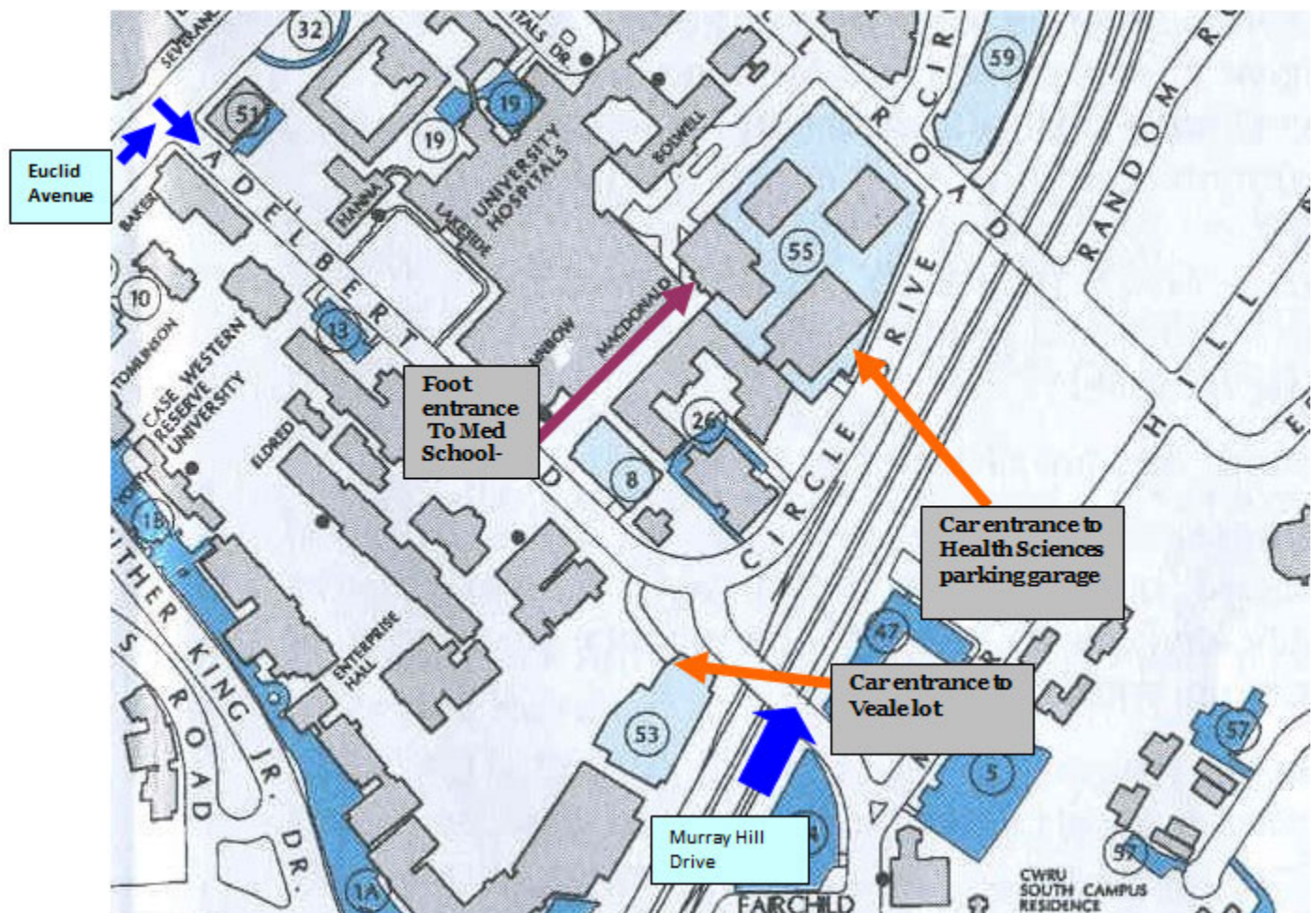
# Directions & Parking Information

## Directions to the Health Science Parking Garage (#55 on the map) and into the Medical School First Floor

Driving East on Euclid Avenue; turn right on Adelbert Road, and take Adelbert Road to Circle Drive. Make a **left** at the 4-way stop sign. Turn left into the Health Science Parking garage, Lot 55 on attached map. Upon entering the visitor's entrance of the Medical School from the Health Sciences parking garage (brown **M** DOOR ACROSS FROM THE NURSING SCHOOL ENTRANCE) you will see that straight ahead is a glass door to the medical school, which requires card access. Please go down the hall on the **right**, take a slight **left** and then you will see the Security Desk. Go past the Security Desk and up the stairs. Conference Room BRB105 will be on the left side past the Dean's Office.

Parking is also available at the Veale Parking Lot #53 on the map. You would walk down Adelbert to the foot entrance to the medical school which opens to the staircase leading to the first floor of the BRB Building. We are only able to comp for parking at the Health Science Parking Garage and Veale Parking garage.

## Parking Lot Map



Visitor's parking lots (Please remember to bring your parking ticket with you).

- Lot # 55 is Health Sciences Parking lot (Under Medical School)
- Lot #53 is Veale Parking Garage