

**Faculty Council Meeting**  
**Meeting Minutes**  
Monday, April 15, 2019  
4:00-5:30PM – BRB 105

4:00-4:02PM	Welcome and Chair's Comments	Sudha Chakrapani
4:02-4:05PM	Approval of Faculty Council Meeting Minutes from the March 18, 2019 Meeting	Sudha Chakrapani
4:05- 4:06PM	Steering Committee Activities Report	Gary Clark
4:06-4:10PM	Bylaws Presentation Article 4 continued from February meeting	Darin Croft
4:10-4:40PM	Discussion of Faculty Petition to Amend the SOM Bylaws and Recommendation from Bylaws Committee	Danny Manor Darin Croft
4:40-5:00PM	Discussion of ad hoc Committee report and the Senate Model in preparation for May Faculty Council meeting	Cynthia Kubu
5:00-5:05PM	Update on Discussion of VA Representation on Faculty Council (Robert Bonomo)	Robert Bonomo
5:05-5:10PM	Discussion and vote on May 29th agenda for 3rd Meeting of the Faculty of Medicine	Sudha Chakrapani
5:10-5:15PM	Annual Report from the Admissions Committee	Todd Otteson
5:15-5:20PM	Annual Report from the Committee on Students	Susan Padrino
5:20-5:25PM	Report on Faculty Senate Activities	Danny Manor
5:25-5:30PM	Discussion of Daycare Letter	Bill Merrick
	New Business	
	Adjourn	

**Members Present**

Tracey Bonfield  
Robert Bonomo  
David Buchner  
Cathleen Carlin  
Sudha Chakrapani  
Shu Chen

Anna Maria Hibbs  
Darrell Hulisz  
Beata Jasztrzebska  
Hung-Ying Kao  
Stathis Karathanasis  
David Katz

P. Ramakrishnan  
Satya Sahoo  
Scott Simpson  
Jochen Son-Hing  
Phoebe Stewart  
James Howard Swain

**Members Present (cont.)**

Gary Clark	Allyson Kozak	Daniel Sweeney
Travis Cleland	Cynthia Kubu	Melissa Times
Piet de Boer	Suet Kam Lam	Anna Valujskikh
Pamela Davis	Maria Cecilia Lansang	Kristin Voos
Philipp Dines	Charles Malemud	Jo Ann Wise
Jennifer Dorth	Danny Manor	Richard Zigmond
William Dupps	Jennifer McBride	Anna Valujskikh
Judith French	Maureen McEnery	Kristin Voos
Monica Gerrek	Rekha Mody	Jo Ann Wise
Sherine Ghafoori	Vincent Monnier	Richard Zigmond
Zachary Grimmett	Anand Ramamurthi	

**Members Absent**

Corinne Bazella	Varun Kshetry	Charles Sturgis
Brian D'Anza	Vicki Noble	Patricia Taylor
Mahmoud Ghannoum	Clifford Packer	Patricia Thomas
Hannah Hill	Nimit Patel	Krystal Tomei
Irina Jaeger	Ben Roitberg	Carlos Trombetta
Laura Kreiner	Barbara Snyder	

**Others Present**

David Aron	Joyce Helton	Usha Stiefel
Sarah Augustine	Amy Hise	Cheryl Thompson
Jae-Sung Cho	Karen Horowitz	
Nicole Deming	Marion Skalweit	

**Chair Announcements (Sudha Chakrapani)**

Dr. Sudha Chakrapani, Chair of Faculty Council, convened the meeting at 4:00PM. She proceeded to summarize the agenda items that would be addressed at the meeting.

A half-day GenderSpeak Workshop will be offered on May 21, at the Tinkham Veale University Center Ballroom from 8:30AM-Noon, to improve strategies, and engage discussion on diversity issues and communication. Please direct any questions to Clara Pelfrey [clara.pelfrey@case.edu](mailto:clara.pelfrey@case.edu). Interested parties can register at <https://redcap.case.edu/surveys/?s=TWJ4LMW7AC>.

**Approval of Faculty Council Meeting Minutes from the March 18, 2019 Meeting**

A motion was made and seconded to delete line 4, on page 4, “This selected group is comprised of people from our university whose answers to questions received the best evaluations by university leadership, faculty, administrative and students, and were then balanced for diversity before being selected.” from the minutes. There being no further discussion, a vote was taken. 18 were in favor, 8 were opposed, and 4 abstained. The motion passes.

A motion was then made and seconded to approve the Faculty Council Meeting minutes from the March 18 meeting incorporating these changes. There being no further discussion, a vote was taken. 28 were in favor, 2 were opposed, and 3 abstained. The motion passes.

#### **Faculty Council Steering Committee Update (Gary Clark)**

The Faculty Council Steering Committee reviewed the recommendation by the Bylaws Committee on the Faculty Petition to the Amendment. They discussed the topics received for the third meeting of the Faculty of Medicine with Dean Davis on May 29. Standing committee annual reports were discussed and they provided advice to the Dean on Chair appointments. They reviewed the SOM CAPT recommendations for equity, which included faculty packets for promotion and tenure.

When Dr. Chakrapani was asked for the status on the vote to permit remote status and voting, she informed the council that it has been forwarded to the Bylaws Committee and they are meeting this month.

#### **Bylaws Presentation Amendments to Article 4 (Darin Croft)**

Dr. Croft stated that most of the changes to 4.2a-c were wordsmithing of the text. The text “undergraduate students, and graduate students” was changed to “graduate students and, in some cases, undergraduate students”. In 4.2c d “a committee of” was deleted.

A motion was made and seconded to approve the changes as indicated to 4.2a-c. There being no further discussion a vote was taken. 32 were in favor, 0 were opposed, and 1 abstained. The motion passes.

The changes that were made to 4.2d were made as clarifications for making the document compatible with the faculty handbook. The following text was added as the second sentence “If a department chair does not support a faculty member for promotion and/or tenure, the faculty member may self-nominate.” “Self-initiated” was changed to “self-nomination for”. The self-nomination was the product of a previous 5-year review. This was changed in the bylaws and then was added. The sentence “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 1, Section I, Initiation of Recommendations).” was added.

There have been specific examples where a faculty member at the CAPT proposed and submitted his own application for promotion to full professor despite a negative report from his own chair, and was actually promoted by the CAPT. This text was carefully reviewed and made to be compatible with the faculty handbook.

A motion was made and seconded to approve these changes to bylaws Article 4.2d. There being no further discussion, a vote was taken. 32 were in favor, 1 was opposed, and 2 abstained. The motion passes.

#### **Discussion of Faculty-Proposed Amendments Petition to Amend the SOM Bylaws (Danny Manor) and the Recommendation from the Bylaws Committee (Darin Croft)**

The faculty petition includes three proposed amendments to the SOM Bylaws. The common thread is to promote and ensure equal representation and shared responsibility for faculty governance for each and every one of the five institutions that comprise the SOM.

The first amendment (3.5) proposes that the chair office would be elected on a rotating basis among the five institutions sequentially in alphabetical order. Every year the chairmanship will go to a different institution. The Chair meets once a month with the Dean thus allowing the leadership of the various institutions to have their one-on-one time with her. A forfeiture clause within the amendment states that if the institution cannot provide a nominee, or the institution chooses not to provide one, the opportunity then rolls over to the next institution.

So as not to limit options, faculty shall remain eligible to be elected as chair for up to three years after their term on Faculty Council has ended.

The Bylaws Committee did not recommend that Faculty Council adopt proposal 1 since it provides a marginal benefit. Bylaws Committee stated that diverse institutional representation has been, and can continue to be, achieved without proscription of the institutional affiliation of Chair-elect. They feel it would substantially restrict the pool of eligible candidates counter to the goals of Faculty Council's earlier actions to expand the pool of candidates for Chair-elect to all members of Faculty Council. Allowing representatives to remain eligible for up to three years after their term has ended conflicts with the fundamental principle of the SOM bylaws that a chair is chosen from among current members.

An alternative mechanism already exists and will add more candidates to the pool rather than subtract candidates from the pool. The affiliated institutions should each put forward a candidate for Chair-elect. This would increase inclusiveness and diversity while promoting shared governance among faculty at different institutions. To facilitate broader institutional participation within the Faculty Council Steering Committee it was noted that everyone already has the opportunity to be nominated and to serve.

Robert Bonomo stated that the VA is a very special place, with dedicated and committed faculty that want to participate in this process. The mission at the VA is the same as the mission of the school -- to take care of patients and to provide an academic environment to teach and perform research. However, the way in which the bylaws are written do not provide the VA with a way to come forward and articulate its needs, etc.

The concept of shared governance, with respect to the role of the university, has long been interpreted as shared governance between the faculty and administration. Many of the proposals are subdividing shared governance along institutional lines. There is no actionable data to suggest any impediment from any institution for running for Chair-elect.

When referring to the ad hoc committee's graph, Dean Davis noted that all of these faculty members are essentially CWRU faculty. Dr. Kubu stated that in this context it was referring to the basic science departments.

The VA is organized into Service Units and has not formed CWRU approved departments. In the past, only CWRU departments designated by the President are deemed eligible for a seat on Faculty Council.

Faculty members from the VA were present at the Faculty Council meeting to speak on behalf of the VA and make sure that their voices were heard in our academic community. There are five stakeholder institutions involved with faculty: UH, SOM (basic science), MHMC, VA, and CCLCM. The VA, in terms of a large presence in medical education, is renowned for

educational leadership. Eight members of the VA faculty are Academy of Scholar educators. Thirty percent of shared residency slots are funded by the VA, and at least \$14 million in research is at the VA alone (four faculty in the same section have an RO1). It is very important to give voice to smaller institutions; their very impactful and valuable faculty shape the environment as a whole.

By rotating the chair candidate among the facilities, it was noted that it could actually limit those that could come up for chair. Using the current method, everyone has an opportunity every year.

Dr. Bonomo indicated that approximately 25 of the VA faculty have expressed an interest in participating in this process and being part of the governance going forward. The VA is now being given an opportunity to participate and by having our name there will be on equal footing with other faculty in other institutions. Dr. Bonomo stated that this is extremely meaningful to the VA.

The landscape at the VA has changed dramatically since the 1990s with Dr. Altose as the driving force. Having one VA representative, given the size of the institution, is not right.

A motion was made and seconded to approve the proposed amendment one. There being no further discussion, a vote was taken. 10 were in favor, 26 were opposed, and 2 abstained. The motion does not pass.

A point of order was made that the charge of the committee on Faculty Representation sunsetted in January 2019. Robert's Rules states that when a committee closes down they provide a report to the overriding body of Faculty Council. The question was raised as to why this committee is presenting again at this time. In answer, it was explained that the rationale behind today's overview is that although the committee sunsetted in January, there is a pending vote from the January meeting on the senate model. In preparation of that May vote, the Faculty Council Steering Committee voted unanimously to add it to the agenda. The chair's decision was then challenged. If the motion passes, it will be taken out of today's agenda; if the motion does not pass, we will leave it in. It was noted that appealing the chair's decision is debatable.

Dr. Kubu elaborated that this is not a presentation of the ad hoc committee but simply a discussion to help better prepare Faculty Council for the very important vote that occurs next May using several slides to remind the members what the issues are.

A comment was made that Faculty Council is looking at only one of the options that the report addressed. This deliberative body should take the findings of the committee and make the best judgment of which model to support. We are being asked to vote on only one of the options when we should be discussing all of the findings of the committee and then come to our best decision. While the committee had several models, the motion was made only for the senate model, which is why it is being discussed today. The charge of the ad hoc committee from the October minutes states that it is charged with studying the membership structure of Faculty Council. The committee may be putting the cart before the horse to get one model ahead of others.

A motion was made to adopt the senate model, following up on a motion that is on the floor that was previously tabled. The comment was made that at this time this would prove to be counter-intuitive since Faculty Council had not yet had an educated discussion.

A motion was made and seconded to approve the motion to remove this presentation from the agenda for today's meeting. If the motion passes, we stop discussion; if it does not pass, the discussion continues. There being no further discussion, a vote was taken. 13 were in favor, 22 were opposed, and 1 abstained. The motion does not pass and the discussion continued.

### **Update on Discussion of VA Representation on Faculty Council (Robert Bonomo)**

Currently, faculty at the VA are appointed through the UH departments. These faculty would be eligible to serve on Faculty Council as the department representative from the UH, but this does not happen. The impetus behind the ad hoc committee was in part due to the very large body of representatives comprising the executive committee. In the past, there was an issue in achieving quorum. Representatives are allowed three absences and then they are asked to resign their position. This council supports remote voting and participation.

Four models were offered for consideration in the survey. The motion on the floor is to approve the senate model, the most highly rated model by those who participated in the survey. The CWRU weighted model was second. Time is required to have a civil respectful discussion about the pros and cons of the various models. No other issue is more important to the majority of our faculty.

The current model has 73 members based primarily on the number of departments. In contrast the senate model would establish equal representation by institution. The house model is based off research derived from examining other faculty councils, proportional to the number of faculty. The VA is embedded within UH. The weighted CWRU model advocates the fact that individuals in the basic sciences, as well as those compensated by Case, have more skin in the game with the decision in Faculty Council impacting them more than others.

There were 458 respondents to the survey, with a 16% combined response rate. A low response rate of 8.2% for MHMC speaks more to their technology issues with their firewall.

Faculty Council representatives discussed that it is difficult to vote on the senate model without knowing the number of representatives that would be elected and how they would be elected. While five representatives for each unit was suggested, it may not be representative of the diverse opinion of the population. A member stated that they heard the basic science chairs are also discussing faculty council's structure.

Members discussed the benefits of departmental representation providing an opportunity to serve to many rather than a few, and share information with an individual's own department. There is also a benefit to the diverse conversation with many representatives.

In response, a comment was made that since the VA has only one voting member, and that member is currently giving an international talk in Amsterdam, the VA, consequently, has no representation in today's meeting and has no voice.

Dean Davis stated that there are a number of ways in which these issues can be addressed. While the ad hoc committee did conclude in January, we need to step back and think through the definitions of who does what. There are 2,800 faculty and many of them are not engaged in this body, and we need to get them engaged. Proceeding with the current model is not working. We would ask the Faculty Council to reconsider this because there are many, many good points.

This should not be something that is horribly contentious; we need to figure out a means to accomplish this.

Dr. Chakrapani read aloud the summary and update that Dr. Bonomo submitted to her prior to his trip. Participating in the Faculty Council meeting via Zoom, Dr. Bonomo explained that he represented faculty who want to be extremely engaged in this process. The VA is in a changing landscape, moving quickly ahead and they want to be part of the faculty that is changing and responding to these changes.

As far as a precise number of representatives, six is a better number. Representatives would be taken from the following clinical services: Surgery and Surgery sub disciplines; Medicine, Physical Medicine and Rehabilitation, and Spinal Cord Injury; Diagnostic Services (Radiology, Pathology, and Nuclear Medicine), Anesthesia and Pain Service; and Mental Health. How to arrange them best is a minor detail if we can ensure there is balance, equity and fairness.

The Dean explained that the reason for this kind of consolidation needs to be clarified. There are few departments at the VA. Ordinarily, the process would be to create a department and have them come and present to Faculty Council. Currently, the VA departments go through the UH caps. That is an issue for the VA and we need to separate that from Faculty Council. If a department is created by the President, we are obliged to create a cap. Some departments at the VA are very small, with some having as few as three members. It would not make sense to come through this way. There are groups at the VA that could be grouped together, e.g. surgical specialties. Together they make a reasonable fighting force.

An amendment could be proposed to the Bylaws Committee allowing the VA service lines to go forward as being represented by Faculty Council. In that way we do not contaminate the discussion with the notion of having to constitute a cap out of three people. Representatives would be taken from the clinical services as previously described.

Dr. Bonomo affirmed that these six collections of service lines would accurately represent the entire group in the best way possible. The organizational chart needs to be reconsidered so that the VA has its own representatives and is not inherently subservient to the UH system. The VA needs to have a voice and vote on Faculty Council.

The bylaws state that the current membership of Faculty Council is comprised of voting members. Voting members shall be the representatives of each department. To amend the bylaws, the Bylaws Committee will need specific language for a recommendation to add these six additional representatives from the VA to Faculty Council.

A motion was made and seconded that Faculty Council will support the addition of six additional representatives from the VA. The language is to be worked out by the Bylaws Committee. We will ask Dr. Bonomo to write out the text. Do you endorse the proposed plan for improving VA representation? There being no further discussion, a vote was taken. 28 were in favor, 3 were opposed, and 1 abstained. The motion passes.

The Dean can request an additional meeting of Faculty Council, and the Dean made a formal request for the additional meeting to further discuss Faculty Council structure.

For the third regular meeting of the Faculty of the School of Medicine, the first half hour will be allotted to the Dean, with the second half for questions. Up to three topics from the following list will be addressed:

- Implement a mechanism for faculty input for annual chair reviews
- Enhancing professionalism in the SOM (some institutions have formal professionalism councils)
- Discussion of decrease in faculty appointments at the SOM
- Daycare

Everyone was encouraged to attend the meeting with the Dean.

A motion was made and seconded to approve the topics as stated (Dean Davis said only 3 could be addressed in half an hour). There being no further discussion, a vote was taken. 26 were in favor, 1 was opposed, and 3 abstained. The motion passes.

At the May Faculty Council meeting, elections will be held for Faculty Council Steering Committee members, Chair-elect, and Faculty Council representatives that sit on the NEC Committee. A request for nominations will be made. Candidates are permitted to self-nominate. Please watch for this e-mail, or contact Nicole Deming or Sudha Chakrapani.

There being no further business to address, the meeting was adjourned at 5:42PM.

Respectfully submitted,

Joyce Helton

# Meeting of the School of Medicine Faculty Council

April 15, 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 Chair Announcements
- 4.02 Approval of Minutes from March 18<sup>th</sup>, 2019 meeting.
- 4.05 Steering Committee Activities Report (Gary Clark)
- 4.06 Bylaws Presentation Article 4 continued from February meeting (Darin Croft)
- 4.10 Discussion of Faculty Petition to Amend the SOM Bylaws (Danny Manor) and Recommendation from Bylaws Committee (Darin Croft)
- 4.40 Discussion of *ad hoc* Committee report and the Senate Model in preparation for May Faculty Council meeting (Cynthia Kubu)
- 5.00 Update on Discussion of VA Representation on Faculty Council (Robert Bonomo)
- 5.05 Discussion and vote on May 29<sup>th</sup> agenda for 3<sup>rd</sup> Meeting of the Faculty of Medicine (Sudha Chakrapani)
- 5.10 Annual Report from the Admissions Committee (Todd Otteson)
- 5.15 Annual Report from the Committee on Students (Susan Padrino)
- 5.20 Report on Faculty Senate activities (Danny Manor)
- 5.25 Discussion of Daycare Letter (Bill Merrick).

New Business

Adjourn



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# Chair Announcements



WFSOM

Women Faculty of the School of Medicine  
Case Western Reserve University  
Our Mission: Professional Development, Advocacy, Networking

The Women Faculty of the School of Medicine is pleased to present a half-day, CME workshop on strategies for improving gender differences in communication.

## GenderSpeak Workshop

With **Tammy Hughes**, co-author of

*Hardball for Women, Winning at the Game of Business*

### What clients say:

"GenderSpeak is one of the most effective and valuable workshops I've ever attended and delivered. It's one of those rare classes that provides awareness and skills that can be applied both professionally and personally. It's extremely popular and equally requested by men and women leaders in our organization. I highly recommend it."

Mark King, Director, Diversity & Inclusion  
The Kellogg Company



This highly engaging workshop is comprised of interactive exercises, case studies, games and videos.

#### Workshop Objectives:

- Describe the lessons of the other gender and how behaviors often are seen as problematic.
- Explain the different ways men and women speak and how messages are often misread.
- Identify nonverbal barriers caused by gender differences.
- Identify the different leadership styles men and women use and how the styles are implemented most effectively.
- Describe how men and women define "teamwork" and "team player" differently.

**What:** Half-day workshop, CME credit available

**When:** May 21, 2019, 8:30 AM Breakfast, 9:00 AM-12:00 PM Workshop

**Where:** Tinkham Veale University Center Ballrooms

**Registration:** <https://redcap.case.edu/surveys/?s=TWJ4LMW7AC>

**Who:** Men and women are welcome, *registration is limited*

**Questions:** [clara.pelfrey@case.edu](mailto:clara.pelfrey@case.edu)

#### Workshop co-sponsors:

Office of the Dean, CWRU School of Medicine & Office for Faculty Development and Diversity;  
University Hospitals Medical Group; Women at MetroHealth;  
NSF Advance IDEAL-N; Flora Stone Mather Center for Women



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**Approval of March 18<sup>th</sup> meeting minutes.**

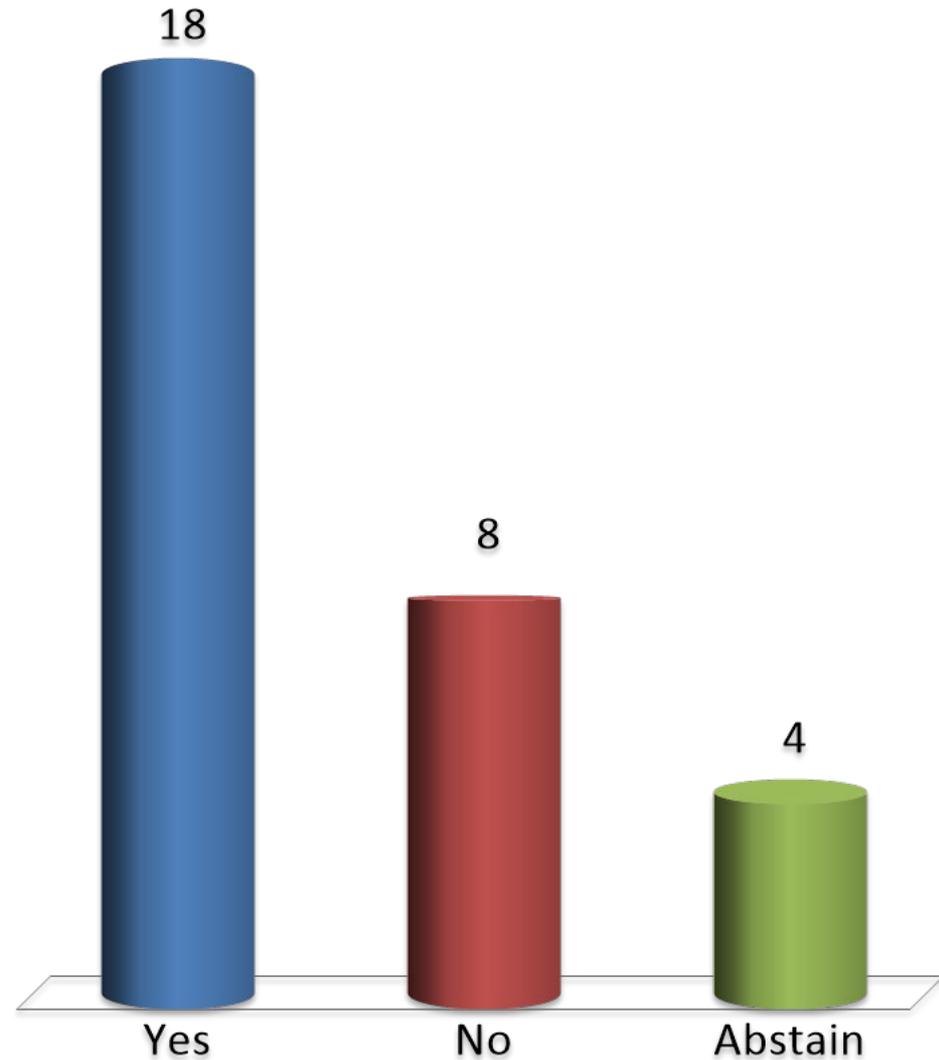


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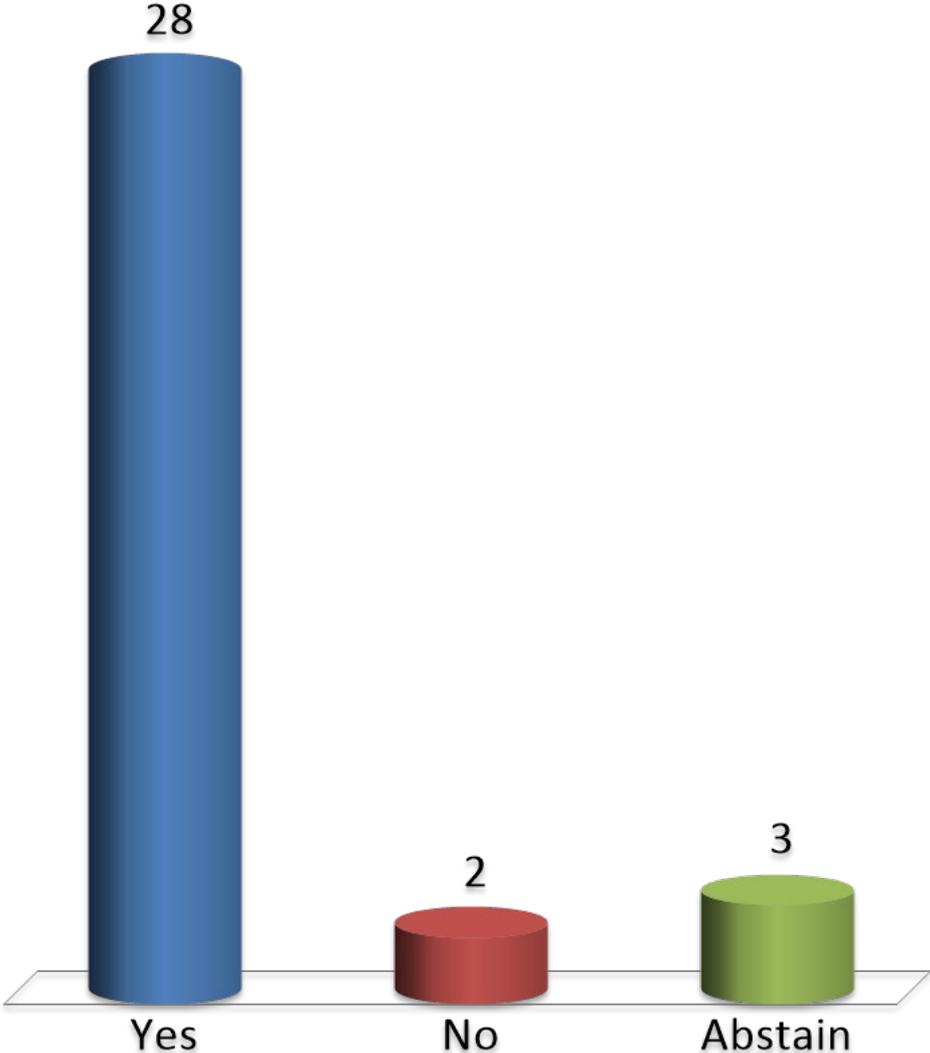
# Do you approve to remove these lines from minutes

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



# Do you approve Minutes from the March 18<sup>th</sup> meeting?

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



# Steering Committee Activities Report

## Meeting Date: April 1, 2019

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

**Members Absent:** Sudha Chakrapani (Chair), Phoebe Stewart (Past-Chair),

- Reviewed the recommendation from Bylaws Committee on the Faculty Petition to Amend the SOM.
- Discussed the topics received for the 3<sup>rd</sup> Meeting of the Faculty of Medicine with the Dean
- Discussed Standing Committee Annual Reports.
- Reviewed SOM CAPT recommendations for equity. These included faculty packets for promotion and tenure.
- Provided advice to the Dean on Chair appointments.



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**Bylaws presentation on amendments to Article 4  
(Darin Croft)**

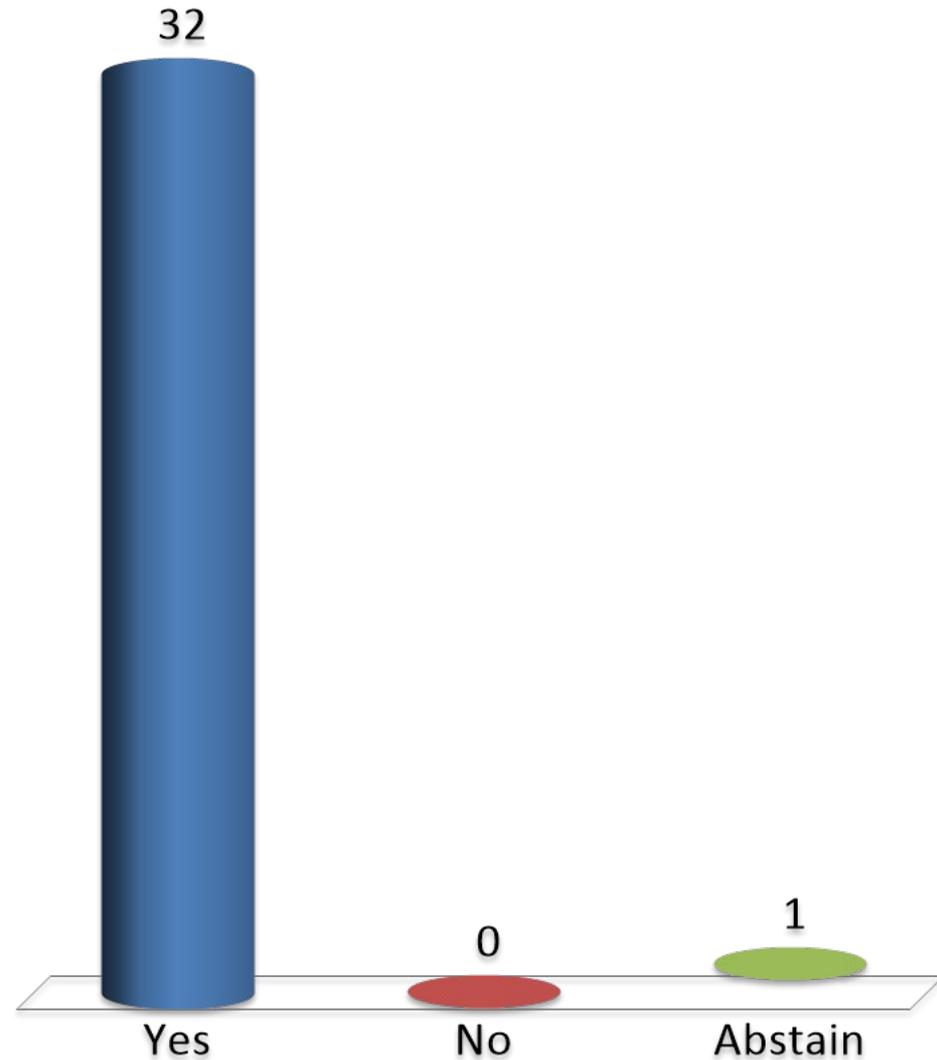


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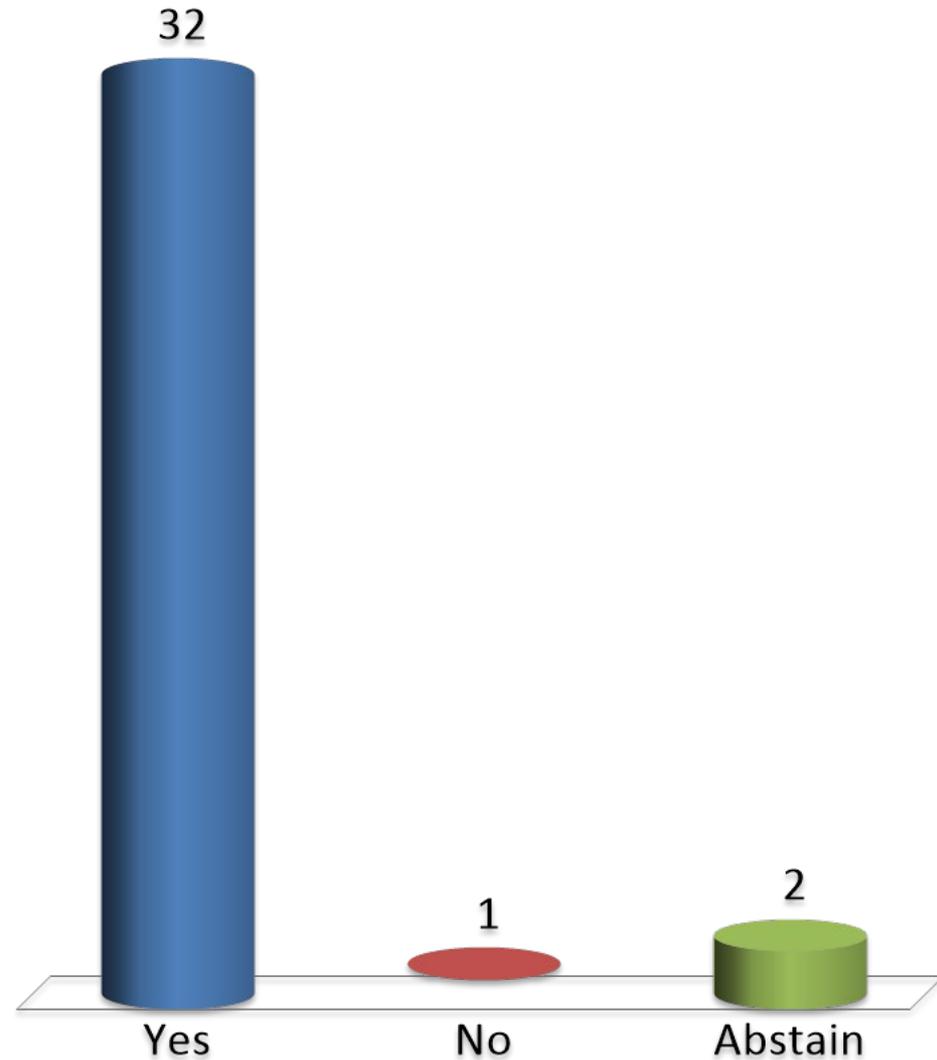
# Do you approve the amendments to 4.2a-c

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



# Do you approve the amendments to 4.2d

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



**Discussion of Faculty Petition on Bylaws Amendments (Danny Manor)  
Recommendation from Bylaws Committee (Darin Croft)**

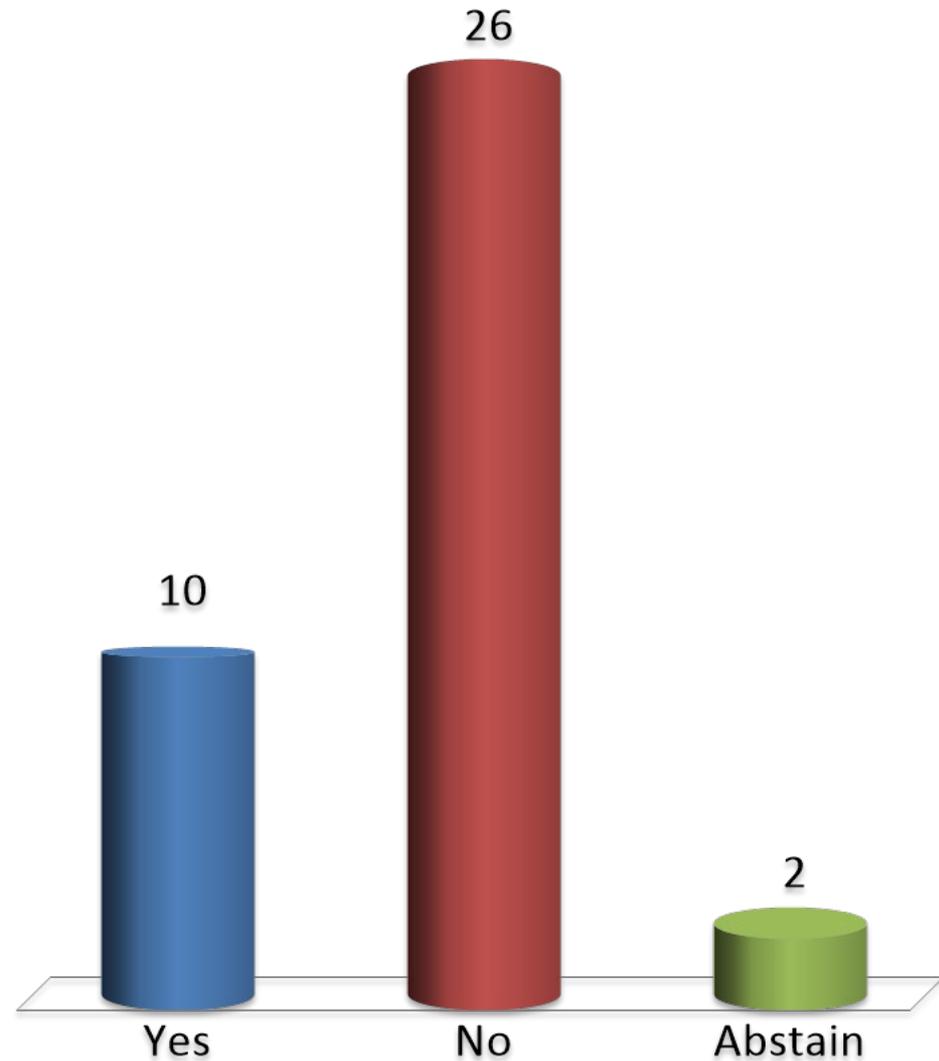


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# Do you approve proposal 1

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



**Discussion of *ad hoc* Committee report and the Senate Model in preparation for May Faculty Council meeting (Cynthia Kubu)**

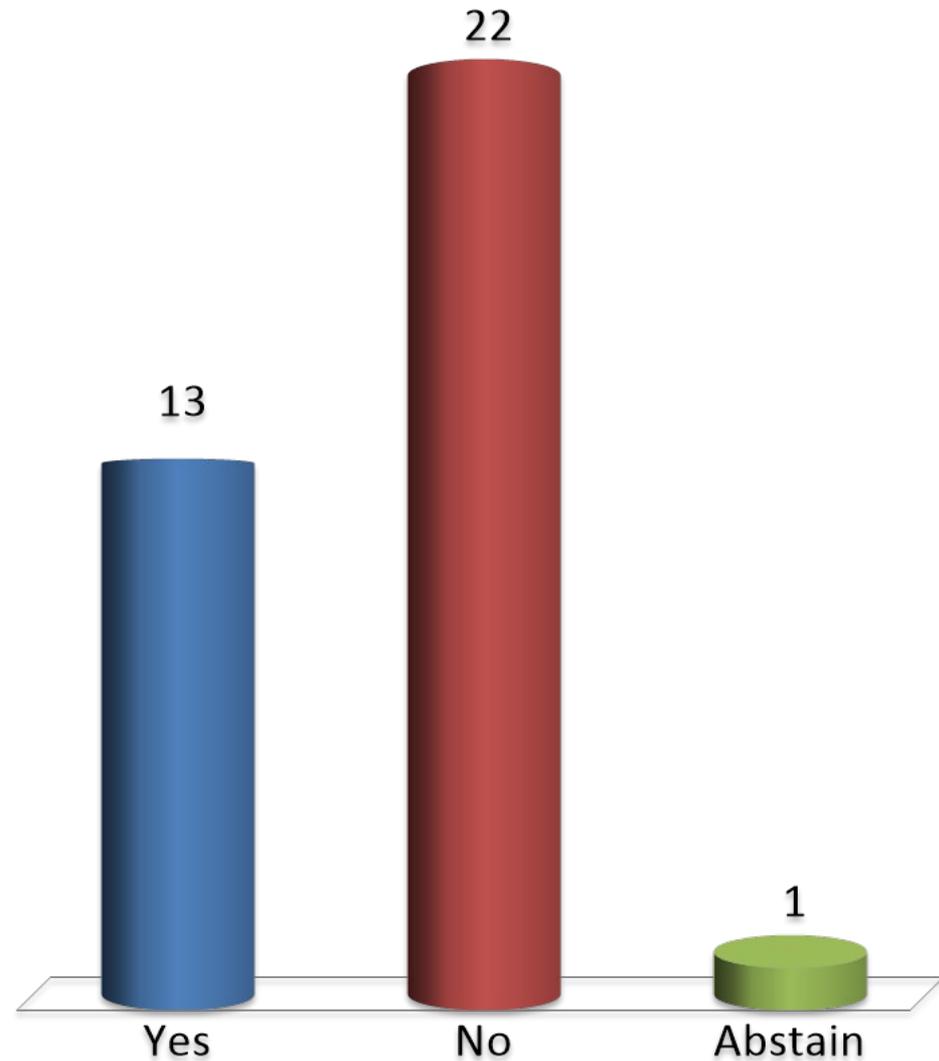


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Do you approve the motion to remove this presentation from the agenda?

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



# **Update on Discussion of VA Representation on Faculty Council (Robert Bonomo)**



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## Summary:

With the endorsement and approval of the faculty council, on April 8, 2019, Dr. Robert A. Bonomo met with Dean Pamela Davis to discuss the role of the VA on faculty council. At the present time, only one voting member of the VA is part of the faculty council. VA representation is channeled through two representatives chosen from university hospitals of Cleveland. Additionally, the VA is not part or eligible to participate in the executive committee, nominations and elections committee, or part of the steering committee of the faculty council.

## Update:

In this 30 minute meeting, a variety of topics were discussed relevant to the inclusion of the VA in faculty council. There are still many questions as to the role of the VA in the emerging and changing landscape of our academic institutions and affiliations.

However, it was acknowledged, based upon a variety of considerations that included the research, teaching and educational missions of the VA , that the number of representatives from the VA would increase on faculty council. The precise number still remain to be decided. Representatives would be taken from the following clinical services.

1. Surgery and surgery subdisciplines
2. Medicine, physical medicine and rehabilitation, and spinal cord injury.
3. Diagnostic services (radiology, pathology, and nuclear medicine).
4. Anesthesia and pain service.
5. Mental health.

The above service lines would , in effect, be equal to departments at other institutions.

It was also agreed-upon that the VA would be eligible for service on the steering committee and for service on the nominations and elections committee. All these changes would promote and enhance the inclusion of a diverse and engaged faculty in leadership positions.

In summary, we respectfully request the Governance of Faculty Council permit full VA participation.

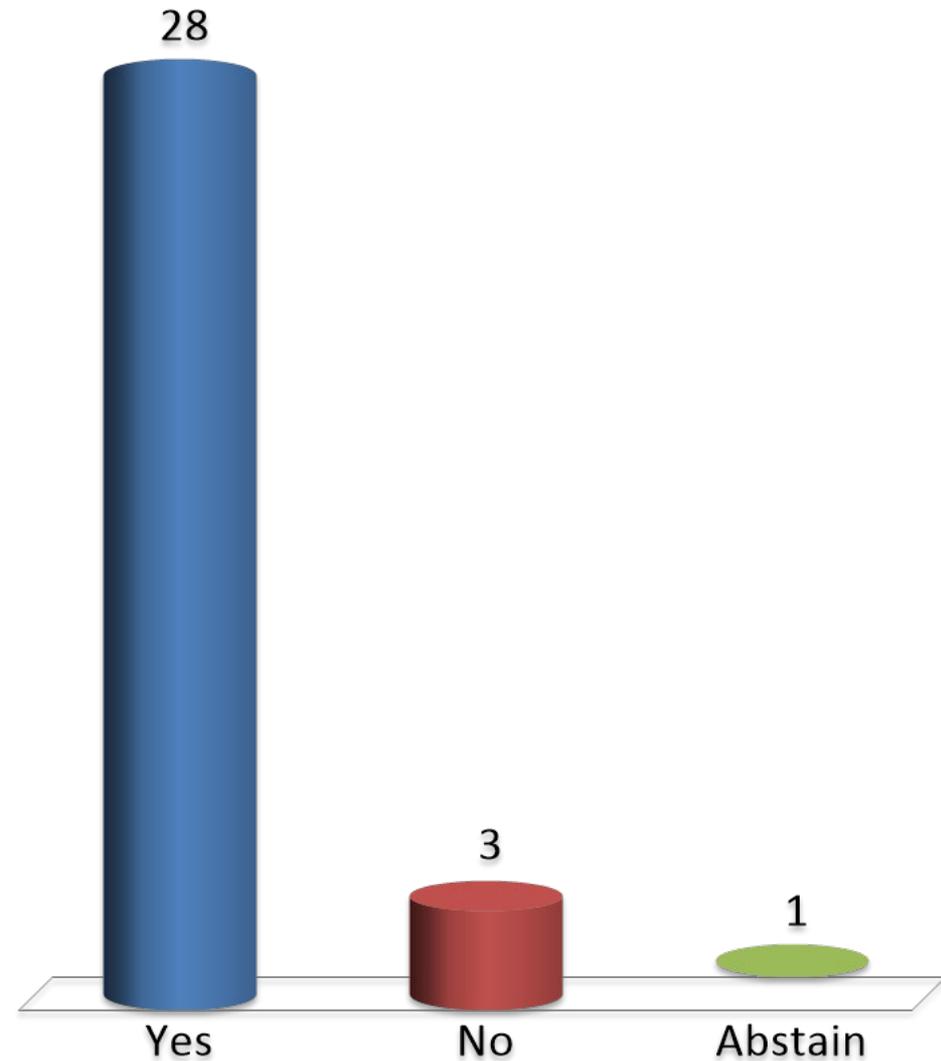


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# Do you endorse the proposed plan for improving VA representation?

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



**Discussion and vote on May 29<sup>th</sup> agenda for 3<sup>rd</sup> Meeting of the Faculty of Medicine  
(Sudha Chakrapani)**



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- Implement a mechanism for faculty input for annual chair reviews.
- Enhancing professionalism in the School of Medicine.
- Discussion of decrease in Faculty appointments at SOM.
- Daycare

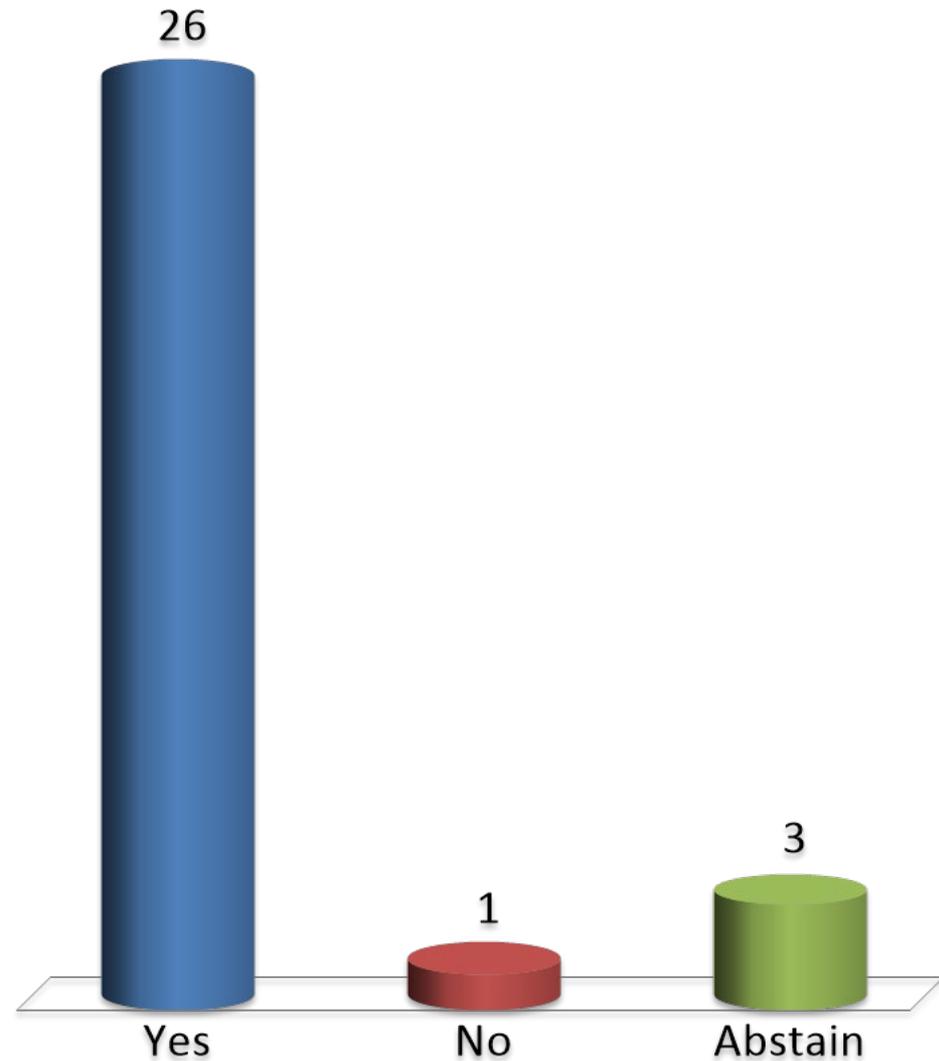


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# Do you approve the topics

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



# **Annual Report from the Admissions Committee (Todd Otteson)**



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# **Annual Report from the Committee on Students (Susan Padrino)**



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



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**Discussion of draft letter to use Dental and Nursing School Buildings as  
Daycare (Bill Merrick)**



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## New Business



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**Faculty Council Meeting**  
**Draft Meeting Minutes**  
Monday, March 18, 2019  
4:00-5:30PM – BRB 105

4:00-4:05PM	Welcome and Chair's Comments	Sudha Chakrapani
4:05-4:07PM	Approval of Faculty Council Meeting Minutes from the February 18, 2019 Meeting	Sudha Chakrapani
4:07- 4:10PM	Steering Committee Activities Report	Gary Clark
4:10-4:20PM	Presentation on the Proposal to use Dental and Nursing School Buildings as Daycare	Bill Merrick
4:20-4:40PM	Bylaws Presentation	Darin Croft
4:40-4:50PM	Report on Faculty Senate Activities	Danny Manor
4:50-5:10PM	Update on Diversity Related Issues in the SOM	Sana Loue
5:10-5:15PM	International Ranking Initiatives	Molly Watkins
5:15-5:30PM	Discussion of Faculty Petition on Bylaws Amendments	Danny Manor
	New Business	
	Adjourn	

**Members Present**

Corinne Bazella	Anna Maria Hibbs	Clifford Packer
Robert Bonomo	Beata Jasztrzebska	Nimitt Patel
David Buchner	Hung-Ying Kao	P. Ramakrishnan
Cathleen Carlin	David Katz	Satya Sahoo
Sudha Chakrapani	Allyson Kozak	Scott Simpson
Shu Chen	Laura Kreiner	Jochen Son-Hing
Gary Clark	Varun Kshetry	Phoebe Stewart
Travis Cleland	Cynthia Kubu	Charles Sturgis
Brian D'Anza	Suet Kam Lam	James Howard Swain
Piet de Boer	Maria Cecilia Lansang	Daniel Sweeney
Philipp Dines	Charles Malemud	Melissa Times
Jennifer Dorth	Danny Manor	Patricia Taylor
Judith French	Maureen McEnery	Krystal Tomei

**Members Present**

**(Continued)**

Monica Gerrek	Rekha Mody	Carlos Trombetta
Sherine Ghafoori	Vincent Monnier	Anna Valujskikh
Zachary Grimmett	Vicki Noble	Richard Zigmond

**Members Absent**

Tracey Bonfield	Irina Jaeger	Ben Roitberg
Pamela Davis	Stathis Karathanasis	Barbara Snyder
William Dupps	Jennifer McBride	Patricia Thomas
Mahmoud Ghannoum	Clifford Packer	Kristin Voos
Hannah Hill	Hilary Petersen	

**Others Present**

Nicole Deming	Joyce Helton	Jae-Sung Cho
Todd Emch		

1

2

3 **Chair Announcements (Sudha Chakrapani)**

4 Sudha Chakrapani called the meeting to order at 4:00PM and presented a brief summary of the  
5 agenda items that would be addressed at the meeting. Dr. Darin Croft's Bylaws presentation will  
6 be postponed to the April 15 Faculty Council Meeting. The third meeting of the SOM faculty  
7 with Dean Davis is scheduled for Wednesday, May 29, from 4-5:30PM in Room E401 in the  
8 Robbins Building. The deadline to submit topics for this meeting was March 11. Faculty  
9 Council will vote on these topics during the April 15 meeting.

10

11 Dr. Chakrapani provided an update on the draft letter to the UH leadership. As the result of a  
12 survey sent out to faculty last year, a letter had been drafted by Anna Maria Hibbs highlighting  
13 the concerns of faculty. Discussion on the letter was postponed at the June Faculty Council  
14 meeting last year when Dean Davis informed the council changes would be forthcoming,  
15 subsequent to the UH affiliation agreement, that could affect the content of the letter. Recently,  
16 Nicole Deming reached out to the UH representatives to determine the status of the letter and  
17 what steps were to be taken next. Jennifer Dorth volunteered to take the lead, and, after a  
18 discussion with Ana Maria Hibbs, concluded that with all of the changes that took place over the  
19 last year, if a letter were to be crafted, it should be started from scratch with new input solicited  
20 from faculty, and see how things shaped up with the new changes at UH.

21

22 **Approval of Faculty Council Meeting Minutes from the February 18, 2019 Meeting**

23 Prior to today's meeting, some changes had been suggested and incorporated into the meeting  
24 minutes. These edited minutes were presented to the council for their review. A motion was  
25 made and seconded to approve the meeting minutes from the February 18 Faculty Council  
26 meeting with the changes that were made. There being no further discussion, a vote was taken.  
27 28 were in favor, 1 was opposed, and 1 abstained. The motion passes.

28

29 **Steering Committee Activities Report (Gary Clark)**

30 Gary Clark, Chair-Elect of Faculty Council, provided a summary of items discussed at the February 25  
31 Faculty Council Steering Committee meeting. The committee reviewed the draft presentation on CWRU's  
32 international rankings and discussed the status of the bylaws amendment petition. They reviewed the SOM

1 CAPT's recommendations for equity, which included faculty packets for promotion and tenure. They also  
2 provided advice to Dean Davis on emeritus and chair appointments.  
3

4 **Presentation on the Proposal to use Dental and Nursing School Buildings as Daycare (Bill  
5 Merrick)**

6 When polled in the past, salaries and daycare have been two primary topics of concern. Since  
7 that time, while there have been a number of discussions about possible daycare facilities, to date  
8 there is no plan for a daycare on this campus.  
9

10 As occupants of the Dental and Nursing School buildings transition to the HEC, the mothballing  
11 of these buildings presents an opportunity to utilize this space and create a daycare center on  
12 campus. Both of those buildings have easy access to parking and are centrally located. When  
13 asked why the SOM should get involved, it was noted that basically half of the Case-based  
14 faculty, and half of the staff, reside in the SOM. Half of the 6,000 employees are representatives  
15 of the SOM. Assuming some are older and would not have children of daycare age, the  
16 remaining one-third of faculty and staff could still total 1,000 individuals.  
17

18 Dr. Merrick's presentation commented that local daycare facilities usually have no more than 50  
19 children at their facility. He stated that financially, there would be enough utilization of the  
20 daycare to justify the expense. Dr. Merrick acknowledged that the cost of renovating one of the  
21 buildings making it suitable for daycare has yet to be explored, but that there was space and  
22 parking availability, making it a viable consideration.  
23

24 Dr. Merrick stated that there is uncertainty regarding space needs and utilization in the Dental  
25 School, based on the potential UH acquisition of half of the Wolstein Building. The Dental  
26 School may, in fact, continue to be occupied for an extended period of time, or they may move to  
27 the HEC. He also noted that among the Dental and Nursing Schools, the medical school, and  
28 Cleveland Clinic, \$600 Million was dedicated to the HEC; to date no money has been allocated  
29 for a daycare facility.  
30

31 Dr. Merrick is seeking Faculty Council's endorsement of the resolution to ask the Dean of the  
32 School of Medicine to support the establishment of a daycare center as the SOM represents  
33 roughly half of the population of CWRU faculty and staff. A survey may be required to obtain a  
34 more accurate number to secure the Dean's approval. This proposal was sent to the Faculty  
35 Senate Chair and the past Faculty Senate Chair who both felt the idea had merit. The proposal  
36 was also sent to President Snyder and the Provost with no response to date.  
37

38 A motion was made and seconded to approve the motion to have Faculty Council endorse the  
39 proposal from Bill Merrick then send to the Dean for her support. There being no further  
40 discussion, a vote was taken. 31 were in favor, 2 were opposed, and 3 abstained. The motion  
41 passes.  
42

43 Dr. Merrick will prepare a draft letter and submit to the Faculty Council Steering Committee for  
44 review and then presented to Faculty Council for a vote.  
45

46 Dr. Chakrapani informed the council that since Dr. Croft is out of town, the Bylaws presentation  
47 has been postponed to the next Faculty Council meeting scheduled for April 15.  
48  
49

1 **Faculty Senate Report (Danny Manor)**

2 A presentation was given by the Vice-Provost regarding the numbers for SOM faculty. The  
3 Thinkers is a new group created by the Vice-Provost to identify and assess strategic choices for  
4 Case Western Reserve's future. This selected group is comprised of people from our university  
5 whose answers to questions received the best evaluations by university leadership, faculty,  
6 administrative and students, and were then balanced for diversity before being selected.

7  
8 The data was released in response to concerns regarding undergrad teaching. It included a  
9 presentation about the number of faculty appointments in the school and the university from  
10 2004-5 to last year. It was noted that there was a drop in the total number of faculty. If the SOM  
11 is excluded, that number starts to increase which implies that the number of faculty of the SOM  
12 has dropped since then.

13  
14 The data related to the numbers begins in 2005 with 375 tenured faculty, and then drops.  
15 The values in the y-axis indicate that the number of faculty is about 300; this number does not  
16 seem to be accurate. The issue here is that the manner in which the Provost's Office counts us is  
17 based on payroll (specifically payroll data presented to the federal government) which presents a  
18 number of complications.

19  
20 The question is not how they do analyses, but what can be concluded from those analyses. The  
21 Offices of Finance and Faculty Affairs were asked to count the total School of Medicine full time  
22 faculty appointments. Based on that number, the trend for faculty in the SOM is going up, with  
23 an increase in tenured faculty in the basic sciences, and an increase in non-tenure track faculty  
24 across departments.

25  
26 In contrast, if we look at political science faculty in the College of Arts and Sciences, tenured  
27 faculty as well as tenure track faculty, the total number has gone up. The numbers are based  
28 upon payroll, which works very well for schools where every paycheck is a full time position. In  
29 the SOM, many faculty are not paid by Case. It is unclear how the Provost counted faculty that  
30 are partially paid by Case? There have also been a number of administrative changes in how  
31 faculty payroll has been handled over the past two decades. If a faculty member comes off the  
32 Case payroll and goes to the hospital, they drop off the Provost's list even though there has been  
33 no change in faculty activities or contributions to CWRU. They are still full time but the faculty  
34 paymaster has changed.

35  
36 This is an opportunity to analyze trends and numbers for our school. One option would be to  
37 invite the Dean, Matthew Lester, or Nicole Deming to analyze the data and present it to us. It is  
38 premature to be worrying about conclusions based on these numbers.

39  
40 There was a perception that tenured and tenure track positions are no longer offered in clinical  
41 department, but this applies only those appointments at CCLCM. The definition of full-time  
42 faculty appointments is defined and approved by the Board of Trustees. No analysis was done  
43 for part time faculty. There is also a difference between CWRU employee rights and CWRU  
44 Faculty rights.

45  
46 All hospital affiliates, other than Cleveland Clinic, have tenure track and tenured faculty. All  
47 tenure track and tenured offers must be approved by the Dean and Provost. The last time the  
48 SOM faculty approved and changed criteria for appointments, promotions and award of tenure

1 was 2006, this impacted the number of faculty receiving tenure and those that were eligible for  
2 the tenure track.

3  
4 **Provost's Thinkers Group:**

5 According to the strategic plan for Provost Vinson and his office, part of the selected team of  
6 Thinkers that will guide that process are Kurt Stange, Paul Tesar, Joan Schenkel, and Eileen  
7 Anderson-Fye.

8  
9 Kurt Stange stated to the members that it is a bottom up process. The strategic plan, which will  
10 roll things out, covers a 3-5 period. The starting point revolves around a common vision to  
11 determine where we need to invest resources. The goal is to have a document (approximately 2-  
12 5 pages long) which will serve as a starting point for further things. Every Thursday the Case  
13 Daily will detail ways in which one can become involved. If you google CWRU Thinkbig (one  
14 word) you will be taken to a webpage to enter your Case ID. You will be taken to various forms  
15 allowing input to be submitted. Small groups on research education and structure are in the  
16 middle of a process right now.

17  
18 Joan Schenkel is currently leading an initiative called "I Grow" to help young investigators in  
19 their grant writing. Doing good science also depends on how you propose to do research.  
20 Another initiative on a self-reflection process will begin on March 22; the Thinkers will receive  
21 feedback from that meeting. We want to look at how we support what we do and make  
22 structures more supportive of the work we are doing.

23  
24 Currently, information is being gathered in three buckets: 1) North Star – a 2-5 page strategic  
25 plan; 2) operations and things that we need to do to support faculty and staff to get research and  
26 teaching done while making the university more efficient; and 3) teaching and research and the  
27 need to support that.

28  
29 **Update on Diversity Related Issues in the SOM – Sana Loue**

30 The initial vision for the Office of Faculty Development & Diversity was to develop a  
31 welcoming, energized and collaborative climate for the faculty, staff and student body, and  
32 establish CWRU School of Medicine as a leader in diversity initiatives and faculty development.

33  
34 The Diversity Strategic Action Plan was developed in 2013 and was up and running in January  
35 of 2015. A fairly diverse group of volunteers was solicited to serve (faculty, staff and students  
36 from SOM and the four clinical affiliates, including graduate students and a number of staff from  
37 other entities such as OIDEO and the LGBT Center). The incorporated feedback was brought  
38 back to the Faculty Council Steering Committee and also to leadership.

39  
40 Goals to increase the numbers of women and diverse faculty, maximize pipeline support, foster  
41 diversity of thought and creativity, and maintain diversity as a high-profile issue were outlined.

42  
43 The faculty search procedures were revamped. It was noted that our standards for search  
44 procedures exceeds that developed by the university. Everyone on the search committee must  
45 have gone through diversity training specifically for the search committee. There must be a  
46 female, or someone identified as an under-represented minority, appointed to serve on each  
47 search committee, similar to the Rooney Role adopted by the NFL.

1 A number of faculty development programs were launched e.g., FLEX, and monthly faculty  
2 toolkit sessions were instituted with a similar series for staff. FRAME (Faculty Reaching for  
3 Medical Excellence) was developed with a focus to equip faculty members with the kinds of  
4 skills necessary to achieve success in the academic medical center. The annual LGBT  
5 Committee dialogue series was launched, as well as the Safe Zone Professional series.  
6 A monthly holiday calendar was disseminated starting last year. Diversity 360 training was  
7 provided to more than 1,000 SOM faculty, staff, and students.

8  
9 The number of scholarships for URM increased under Carol Moss and \$1.58 Million has been  
10 raised since January 1, 2015. Diversity among graduate and medical students has increased.  
11 This year's class included 23% URM students. Collaboration with student groups was enhanced  
12 by establishing an annual minority faculty-student meet and greet, mentoring through QGrad,  
13 and creating a minority faculty directory.

14  
15 Some gaps still remain under LCME monitoring for lack of adequate faculty diversity. The  
16 results of the diversity needs assessment survey requires serious attention. The survey was  
17 disseminated in 2017 to faculty, staff and students (total n=5918). The 774 respondents (13.1%  
18 response rate) were divided almost equally among groups (female, not heterosexually identified,  
19 nonwhite identified, millennials). Greater than 92% of all groups believe the SOM creates a  
20 climate of respect for everyone, with the same percentage believing that faculty, staff, and  
21 students are treated with respect.

22  
23 In the past two years, the survey showed that respondents have been verbally harassed at the  
24 SOM because of race-15%, ethnicity-14.8%, sex-15.7%, gender identity-7.5%, sexual  
25 orientation-8.4%, religion-13.6%, disability-6.0%, immigration status-7.7% and primary  
26 language 11.1%. This is a sizable number that are reporting verbal harassment and micro-  
27 aggression.

28  
29 Electronic harassment, while almost like electronic stalking, can consist of excessive posting on  
30 Facebook and social media. Electronic harassment seemed to target the Muslim and Jewish  
31 religions. In the past two years, respondents indicated that they were threatened or harassed via  
32 e-mail, text messages, or other social media by others at SOM because of their race 5.4%,  
33 ethnicity 5.9%, sex 6.1%, gender identity 4.3%, sexual orientation 4.6%, religion 6.5%, disability  
34 3.1%, immigration status 3.7% and primary language 4.4%.

35  
36 Physical harassment can be anything from being pushed and shoved to sexual assault or battery.  
37 In the past two years, respondents have been physically harassed or threatened while at the SOM  
38 because of their race 4.3%, ethnicity 4.4%, sex 6.0%, gender identify 3.8%, sexual orientation  
39 3.6%, religion 4.3%, disability 3.1%, immigration status 3.6% and primary language 3.6%.  
40 What is important to know is that the verbal, physical, and electronic harassment and /or threats  
41 were experienced at all levels (faculty, staff and students), and were effectuated by people at all  
42 levels. All suggestions for moving forward all welcome.

43  
44 Almost 50 faculty, staff and students have volunteered to be on the committee to develop the  
45 next 5-year Diversity Strategic Action Plan 2020-2024, to be presented to Faculty Council and  
46 leadership by the end of this year for a January 1, 2020 launch.

47  
48 In response to a question as to how professionalism can be promoted at all levels of the SOM,  
49 Dr. Loue responded that there are some mechanisms in place. The complaint information can be

1 given to OIDE0 who will follow up with an investigation, to call the integrity hotline or the  
2 Sexual Harassment Title IX Officer. If someone reports sexual harassment to you, you are  
3 legally required to report the incident to the Title IX Officer. Failure to report opens the  
4 university to huge liability issues.

5  
6 Dr. Loue is in the process of e-mailing the department chairs and their assistants to request a date  
7 to meet with faculty (and perhaps staff) to discuss some Title IX issues. There have been a  
8 number of incidents over the last few years where either faculty did not know the acceptable  
9 limits of behavior, or chose to ignore it.

10  
11 Given that 2017 was not that long ago, we will probably wait a couple years to send out another  
12 survey. It is hoped that a shortened survey will increase the response rate while still providing  
13 comparable data to what we have now.

14  
15 The Pipeline consists of a number of programs existing within the SOM that are geared for  
16 students, and particularly for women and underrepresented minorities, with the goal of  
17 maximizing their chances of upward trajectory.

18  
19 While we are not tracking retention specifically, we are looking at information that comes to us  
20 through the exit interviews. Unfortunately, we cannot do much about what is occurring on a  
21 clinical site. It is a little different with the basic science departments. We can look at what we  
22 can do better, what changes should we make, and if patterns are noted within certain  
23 departments. The frequency of data occurrences is posted on the Case website, but is not broken  
24 down by school.

25  
26 Any suggestions or comments can be directed to Dr. Loue at (216) 368-3743 or by e-mail at  
27 [sana.loue@case.edu](mailto:sana.loue@case.edu).

### 28 29 **International Ranking Initiatives – International Affairs – Molly Watkins**

30 While there are 23 international rankings, Case's concern is with the top three. They are used to  
31 predict whether a university will be judged as a global research university or a regional one.  
32 While rankings should not be the only criteria for rating a university, they are being used as a  
33 measure by students and research collaborators.

34  
35 The rankings first came out in 2003 and since then CWRU's ranking has consistently dropped.  
36 This is not related to how good, strong or weak CWRU is. Universities around the world are  
37 now looking at scholarship, how they communicate and collaborate. This is a zero sum game.  
38 They go up we go down. It is not a reflection of how good or bad we are. In the past,  
39 unfortunately we did not count faculty the way international rankers ask us to count faculty. We  
40 have had to shift the way we report data to match what the rankers are looking for.

41  
42 When we looked at the bibliometric databases, we learned that only about 200 variations of  
43 CWRU were being pulled. There are about 650 variations of CWRU. All the variations that  
44 were missed were excluded in the count for the rankings. We are in the process of doing a data  
45 clean up and faculty can help us to report information more accurately.

46  
47 This is extremely important because it affects collaborations and partnerships, student  
48 recruitment and scholarships, faculty recruitment, and certainly influences international

1 reputation and funding. We have been told that we cannot work with you because you are not  
2 ranked in the top 100.

3  
4 Last year we created a rankings initiative (International Rankings Working Group) and divided  
5 the tasks into a clean-up of data, with the goal of looking beyond that to see what we can do to  
6 make the university better.

7  
8 The current emphasis is on data clean up. CWRU faculty members must make sure that CWRU  
9 is listed as the primary affiliation. We are already rolling out and setting up the ORCID Ids. An  
10 Id that is designated specifically to you for your research.

11  
12 If you are involved in collaborations, try to bring those conferences to Case. In our initiative, we  
13 are working very diligently on finding funding and the personnel to help support bringing people  
14 from other countries to our campus. Faculty who have an opportunity to do this should contact  
15 Molly Watkins [Mxw352@case.edu](mailto:Mxw352@case.edu) to determine what assistance is available. It was suggested  
16 that when travelling, talk to people about CWRU. With a little extra effort, we can improve the  
17 reputation of the university, and obtain more funding, more students, and more collaboration.

18  
19 It is a requirement of a faculty appointment that the faculty affiliation is indicated. We are  
20 currently working with IT from each area and individuals from our library. Dean Davis brought  
21 this issue up with Jim Young, CCLCM of CWRU. If we can correctly count faculty we should  
22 be able to be ranked within the top 50 schools.

23  
24 **Discussion of Faculty Petition on the Bylaws Amendments (Danny Manor)**

25 It was noted that this issue would be discussed, but not voted upon, today. A point of order was  
26 raised. The Bylaws Committee has requested an advocate for these amendments to meet with  
27 the Bylaws Committee. They felt the language was not clear and conflicted with the structure  
28 currently in bylaws regarding the Nominations & Election Committee.

29  
30 The Bylaws Committee anticipated that this meeting would happen prior to being presented to  
31 Faculty Council. The question was posed as to how this is an item on the agenda.

32  
33 Discussion at the Faculty Council Steering Committee meeting focused on introducing this to  
34 Faculty Council with the hope that the representatives would take this information back to their  
35 respective departments for their input, and then be ready for discussion when the Bylaws  
36 Committee came to Faculty Council. A point of order raised stated that it should not be on the  
37 agenda because it is going to the Bylaws Committee on Friday. Dr. Chakrapani stated that the  
38 point is not well taken, that this is not out of order, but the decision of the Chair can be  
39 challenged.

40  
41 A motion was made and seconded to appeal her decision, and the floor was opened for  
42 discussion.

43  
44 A decision was made, based on a Faculty Council Steering Committee vote, to add this to the  
45 Faculty Council meeting agenda. Danny Manor will meet with the Bylaws Committee next  
46 week. It was proposed that it is going to be constructive for people here not to move on any  
47 actions right now, but to take this back to their constituents and be prepared for discussion when  
48 the Bylaws committee addresses it in May.

1 The motion is that the decision of the Faculty Council Steering Committee to put this  
2 presentation on the agenda has been challenged. If it is the Chair's decision to call that it is not a  
3 point of order, and if this motion passes, it will be taken out of the agenda for today's meeting.  
4 If the motion does not pass, we will continue.  
5

6 A motion was made and seconded to approve the motion to appeal the Chair's decision to keep  
7 this presentation on the agenda. There being no further discussion, a vote was taken. 14 were in  
8 favor, 16 were opposed, and 4 abstained. The motion does not pass.  
9

10 There were a total of 59 signatures on the faculty-sponsored petition to amend the SOM bylaws,  
11 and 41 signatures on the clarification petition. The petition by faculty is one mechanism to  
12 propose an amendment to the bylaws of the SOM. The language and spirit of the petition came  
13 through the ad hoc presentation, with the goal of ensuring fair and adequate representation for all  
14 faculty members.  
15

16 The change for Article 3.5 Officers of the Faculty Council suggested that the chairperson be  
17 rotated throughout the five institutions. The purpose is to ensure a way of going forward.  
18 The overall responsibilities fall to the Executive Committee. It would make more sense if there  
19 had to be at least one representative from each of the five institutions on the Faculty Council  
20 Steering Committee. Then there would be no need to worry about term limits; one recipe to  
21 ensure diversity. Nothing in the current bylaws precludes anyone from any institution from  
22 putting their name forward. A fairer way to do this might be to look at the structure of the  
23 Faculty Council Steering Committee rather than alternating, since the institutions are not the  
24 same size.  
25

26 Right now, there are seven units at the VA and only one representative. It is time we start to  
27 address that and maybe have a formal task force at the VA to address increasing their  
28 representation. There are 304 faculty members at the VA and the academic landscape has  
29 changed. Historically, the representation of the VA faculty has been through UH. It was noted  
30 that many times people who are representing the VA are not familiar with the issues. It was  
31 suggested that specific language regarding the VA could be added to the amendment.  
32

33 For quite some time, the only ones eligible for the Chair-Elect position are those people in their  
34 first year on Faculty Council. It has been very difficult recruiting candidates who were willing to  
35 run. Restricting the schools further could be making the problem worse. One option would be to  
36 expand the entire Faculty Council.  
37

38 The Bylaws Committee has the petition and it will be addressed next month. Content will once  
39 again come up for discussion.  
40

#### 41 **New Business**

42 Dr. Kubu would like to put a motion on the floor to add Dr. Bonomo and his colleagues at the  
43 VA to the next agenda to discuss how to increase VA faculty representation to Faculty Council.  
44 The motion was then seconded and the floor was opened for discussion.  
45

46 It was suggested that Dr. Bonomo could have a discussion with his colleagues at the VA and  
47 determine if the departments can be created at the VA to allow for direct representation. The VA  
48 could begin with creating a few academic departments and expand from there similar to the

1 approach taken by CCLCM. The Dean's support and approval is required. Dr. Bonomo will  
2 initiate a conversation with the Dean that has the support of the different services at the VA.

3

4 A motion was made and seconded that Dr. Robert Bonomo will present the outcome of his  
5 conversation with Dean Davis regarding increasing faculty representation for the VA, to Faculty  
6 Council at the April meeting. There being no further discussion, a vote was taken. 28 were in  
7 favor, 2 were opposed, and 2 abstained. The motion passes.

8

9 There being no further agenda items to be addressed, Dr. Chakrapani adjourned the meeting at  
10 5:47PM.

11

12 Respectfully submitted,

13

14 Joyce Helton

15

16

# 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 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.

Recommendations of the SOM Bylaws Committee  
Regarding Faculty-Proposed Amendments and Subsequent Modifications

One guiding principle of our committee is that any proposed new regulation, and especially those that impose restrictions on the democratic process, must hold the promise of significant benefit.

**PROPOSAL 1**

(changes to current SOM Bylaws in red)

3.5: Officers of the Faculty Council

Each year the Faculty Council shall elect a chair-elect from the SOM or its affiliated hospitals (CCLCM, UHCMC, MHMC, and VAMC\*) on a rotating basis determined alphabetically starting wherever the executive committee agrees upon. Constituencies may forfeit this opportunity and it will go to the next constituency in alphabetical order. Faculty shall remain eligible to be elected chair for up to three years after their term on Faculty Council has ended. 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.

*Rationale:* Ensure fair and adequate representation for all faculty members, increase inclusiveness and diversity.

*Bylaws Committee Recommendation:*

The Bylaws Committee does not recommend that Faculty Council representatives adopt this proposed amendment to Article 3.5, which requires that the position of chair-elect rotate in sequence among the five School of Medicine institutions (CWRU, CCLCM, MHMC, UHCMC, and VAMC).

1) Benefit is likely to be marginal

Historical data gathered by our committee indicate that the role of Faculty Council chair has been held by faculty members from multiple institutions during the past 15 years and that no single institution has had majority representation during this interval (Appendix 1). Thus, diverse institutional representation has been and can continue to be achieved without prescribing the institutional affiliation of chair-elect.

2) Proposal 1 will restrict pool of eligible candidates

Prior to 2018, only Faculty Council representatives in their first year of service were eligible to run for chair-elect. In 2018, at the suggestion of the Bylaws Committee, Faculty Council voted to expand the pool of eligible candidates to include all current Faculty Council representatives. Proposal 1 dramatically restricts the annual candidate pool by limiting eligible candidates to representatives from a single institution. This runs counter to the goals of the Faculty Council's earlier actions and is not conducive to ensuring that the best candidate be elected to this position.

3) Incompatible with current Bylaws

The provision in Proposal 1 to allow Faculty Council representatives to remain eligible to run for chair-elect for up to three years after their term has ended conflicts with the fundamental principle of the SOM Bylaws that a chair is chosen from among current members:

For Standing Committees of the School of Medicine (Article 2.6b):

“The chair of the Faculty Council shall solicit recommendations for committee chair appointments from each standing committee, and then **shall normally appoint one of the elected members to be the chair** of each such committee, unless other provisions for appointment of chairs are made in these Bylaws.” (emphasis added)

For committees of the Faculty Council, such as the Nominations and Elections Committee (Article 3.6b):

“The **chair will be elected from the members of the committee** annually.” (emphasis added)

Since candidates for chair-elect are also candidates for Steering Committee (Article 3.6b), allowing representatives to remain eligible for three years after their term ends also runs counter to the rationale of Proposal 2 (below) to “infuse the Steering Committee with fresh perspectives.”

#### 4) An alternative mechanism

The Bylaws committee recommends that access to leadership opportunities be facilitated by increasing the number of qualified candidates rather than decreasing it. Specifically, we recommend that Faculty Council representatives from each institution take the initiative to *put forward a candidate for chair-elect each election cycle* (through nomination or self-nomination). This process of addition (as opposed to subtraction, as in Proposal 1) would achieve the desired goal of increasing inclusiveness and diversity while promoting shared governance among faculty at different institutions. It would also facilitate broader institutional participation in the Steering Committee (see Proposal 2).

## PROPOSAL 2

(changes to current SOM Bylaws in red)

### 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, **one from each constituency (e.g., CCLCM, UHCMC, MHMC, VAMC, and SOM)**, 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 and again after a period of twelve (12) years or four 3-year Faculty Council terms.**

*Rationale:* Increase diversity and infuse the Steering Committee with fresh perspectives.

*Bylaws Committee Recommendation:*

The Bylaws Committee does not recommend that Faculty Council representatives adopt this amendment to Article 3.6.

#### 1) Benefit is unclear, as goal can be achieved by existing mechanisms.

Although multi-institutional representation on certain committees (e.g., Committee on Medical Education, the institutional representatives on Faculty Council) is explicitly prescribed in the

SOM Bylaws, this can be achieved through the current election process in the case of the Steering Committee:

**“Candidates for chair-elect will also be candidates for the Steering Committee** and will be so listed on mail ballots. Faculty Council members shall vote for one nominee for chair-elect and for six members of the Steering Committee. The five persons with the highest number of votes, excluding the person elected to the office of chair-elect, shall be elected to serve on the Steering Committee.” (Article 3.6b; emphasis added)

As noted above, if a Faculty Council representative from each institution were to run for chair-elect, each would be placed on the ballot for both chair-elect and Steering Committee, thereby ensuring representation on the Steering Committee from across the institutions.

In addition, a mechanism already exists in the Bylaws to address any deficiency in representation on the Steering Committee:

“If either the Steering Committee or the Nomination and Elections Committee **perceives a significant deficit in the representation of faculty constituencies within its membership** following the annual election, either committee **may 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.**” (Article 3.6b; emphasis added)

## 2) No clear justification for proposed term limits

Historical data gathered by our committee indicate that only six of 65 individuals who have served on the Steering Committee since 2001 served more than three years (Appendix 2). Thus, the data do not support placing limits on service on the FCSC beyond those already indirectly dictated by the provisions of Article 3.4a (Terms of Office of Faculty Council Representatives).

“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.** (Article 3.4a; emphasis added)”

## PROPOSAL 3

(changes to current SOM Bylaws in red)

3.6b Nomination and Elections Committee. This committee shall consist of eleven members: the dean, five Faculty Council members, **one from each constituency, and five full-time faculty members who are not members of the Faculty Council, one from each constituency.** The five Faculty Council members of the Nomination and Elections Committee shall be elected at large by the Faculty Council and shall serve for the duration of their terms as Faculty Council members. The **five** non-members of the Faculty Council shall be elected by ballot by the Faculty of Medicine and shall serve three-year terms.

*Rationale:* Ensure fair and adequate representation for all faculty members, increase inclusiveness and diversity.

Table 1: Current and proposed composition of the Nominations and Election Committee.

<b>Representatives:</b>	<b>Current Bylaws</b>	<b>Proposal 3</b>	<b>Bylaws Proposal</b>
Administration	Dean	Dean	Dean
FC members	2 clinical, 2 pre-clinical (=4)	1 from each institution (=5)	3, at least 2 from basic science depts.
Faculty not FC members	2 clinical, 2 pre-clinical (=4)	1 from each institution (=5)	1 from each institution (=5)
FC chair	1	0	1
FC vice-chair	1	0	1
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>

*Bylaws Committee Recommendation:*

The Bylaws Committee recommends that Faculty Council representatives adopt a modified version of this amendment to Article 3.6b (Table 1).

1) Clear benefit

As an extension of the principles identified in the existing Bylaws and mentioned above, the Bylaws Committee agrees in principle with this proposal; it sees value in having all five institutions (CWRU, CCLCM, MHMC, UHCMC, and VAMC) represented on the Nominations and Election Committee (NEC), as this should facilitate identifying qualified candidates from as large a pool as possible.

2) Proposed composition of the NEC in Proposal 3 is not practical

However, we feel that requiring equal institutional representation among Faculty Council (FC) members of the NEC will place an undue burden on those institutions that currently have relatively few FC representatives (viz., VAMC). It is also not clear what action would be taken if this rigid mandate for representation were not achieved. We have solicited input from those who have served on the NEC and conclude that it is important to include the FC chair and vice-chair on this committee, as currently stipulated in the SOM Bylaws, given their role (current or future) in appointing committee chairs (Article 2.6b).

3) Alternative proposal on composition of the NEC

As an alternative proposal, we recommend:

- (1) prescribing equal representation among the five institutions for non-FC members of the NEC, as suggested in this faculty-sponsored amendment
- (2) maintaining the FC chair and vice-chair on the NEC, as currently stipulated by SOM Bylaws
- (3) decreasing the number of slots for FC members to three, at least two of whom must be from basic science departments (the rationale being that institutional representatives from the four affiliates are more likely to be from clinical departments).

Our alternative proposal would ensure that each of the five institutions is represented by at least one faculty member on the NEC while maintaining the same total number of members (11) currently prescribed by Article 3.6b of the SOM Bylaws and a balance between representatives from basic science and clinical departments. This would require the following modifications to the existing SOM Bylaws (changes in red):

b. Nomination and Elections Committee. This committee shall consist of eleven members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, **three** other Faculty Council members, **at least two from basic science departments**, and **five** full-time faculty members who are not members of the Faculty Council, **one each from CWRU, CCLCM, MHMC, UHCMC, and VAMC**. The **three** Faculty Council members of the Nomination and Elections Committee shall be elected at large by the Faculty Council and shall serve for the duration of their terms as Faculty Council members. The **five** non-members of the Faculty Council shall be elected by ballot by the Faculty of **the respective institution (CWRU, CCLCM, MHMC, UHCMC, and VAMC)** and shall serve three-year terms. The chair will be elected from the members of the committee annually.

As noted above for the Steering Committee, Article 3.6b of the SOM Bylaws provides a mechanism to address any deficiency in representation on the Nominations and Elections Committee.

## APPENDICES

Data were compiled from Faculty Council rosters downloaded from [this page](#) of the SOM Office of Faculty Affairs & Human Resources web site.

APPENDIX 1. Institutional affiliations of Faculty Council chairs since 2000 (the earliest year for which data are available) and since 2004 (the first year all affiliates had representation on Faculty Council).

Affiliation	2000-2019		2004-2019	
	No.	%	No.	%
CWRU	7	35%	7	44%
CCLCM	0	0%	0	0%
MHMC	5	25%	5	31%
UHCMC	8	40%	4	25%
VAMC	0	0%	0	0%
<b>TOTAL</b>	<b>20</b>	<b>100%</b>	<b>16</b>	<b>100%</b>

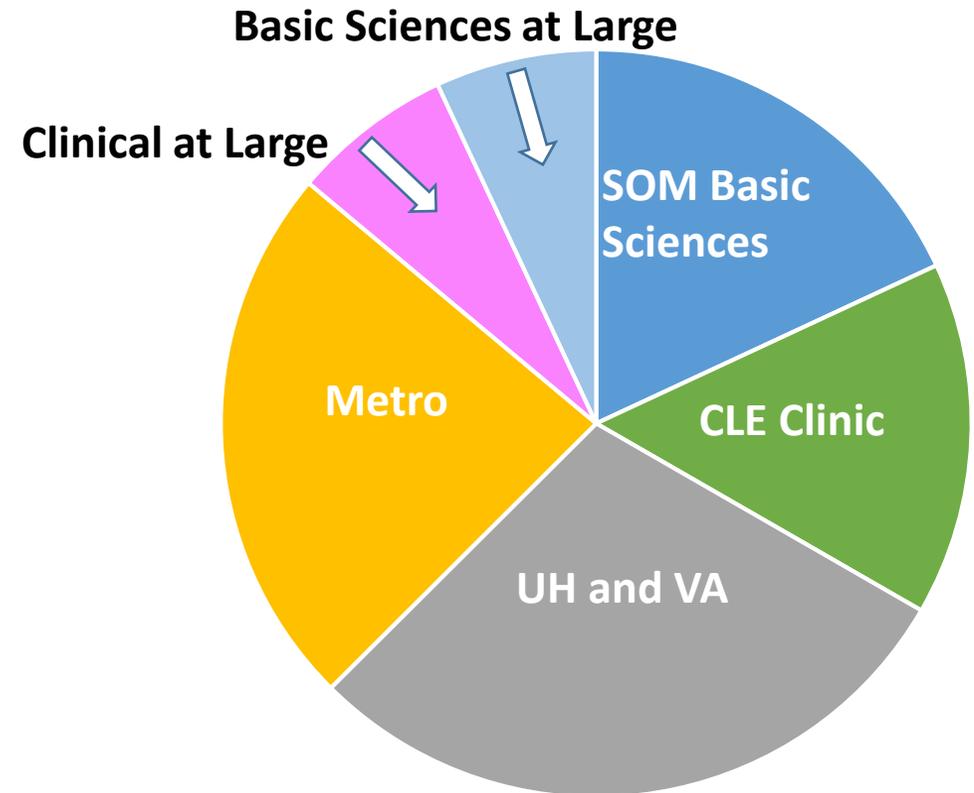
APPENDIX 2. Summary of total number of years served by individual members of the Faculty Council Steering Committee since 2001, excluding AY 2003-04, 2009-10, and 2010-11 (for which data were not available).

Years of Service	Number of individuals	% of total
> 3 yrs.	6	9%
≤ 3 yrs.	59	91%
<b>TOTAL</b>	<b>65</b>	<b>100%</b>

# History

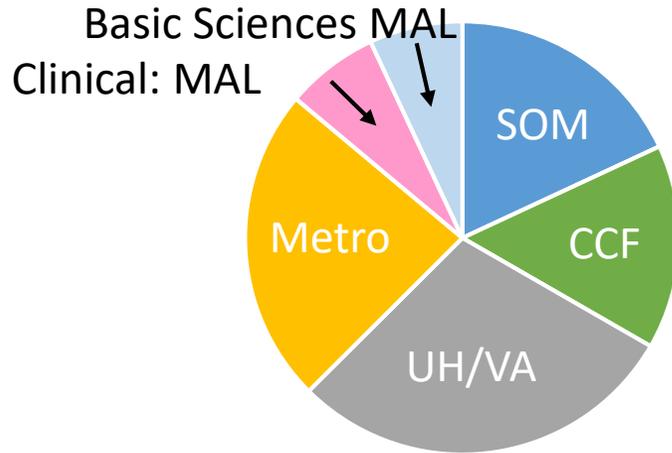
- **Current Model:** One representative per academic department; 10 at-large representatives (five Basic Sciences, five Clinical); four institutional representatives (UH, VA, Metro, CC); one past-chair.
- Total: 73 voting FC members.
- **Rationale for ad hoc Committee:**
  - Large size
  - Quorum
  -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

Figure 1. Percentage of Voting FC Representatives by Site

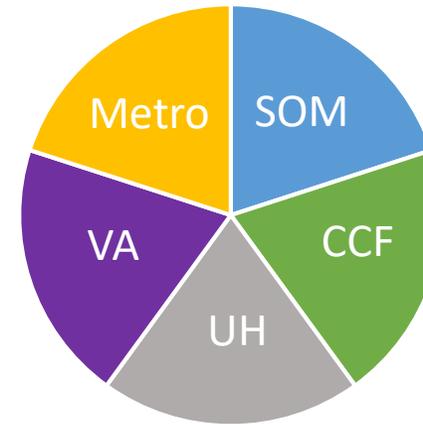


# Representation Models with % of Faculty by Site

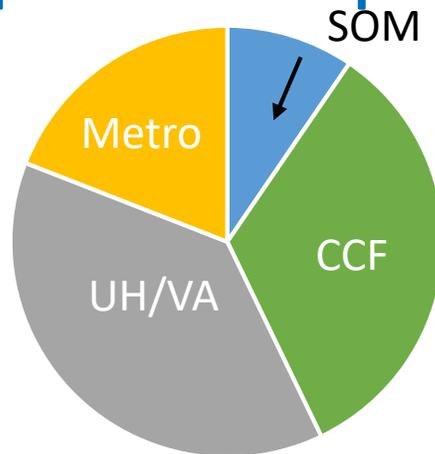
## C1. Current Model



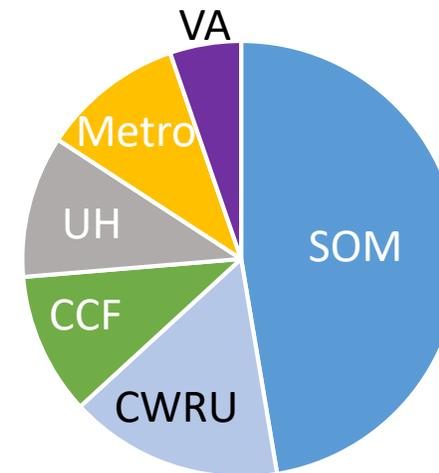
## C2. "Senate" Model: Equal Representation



## C3. "House" Model: Proportionate Representation

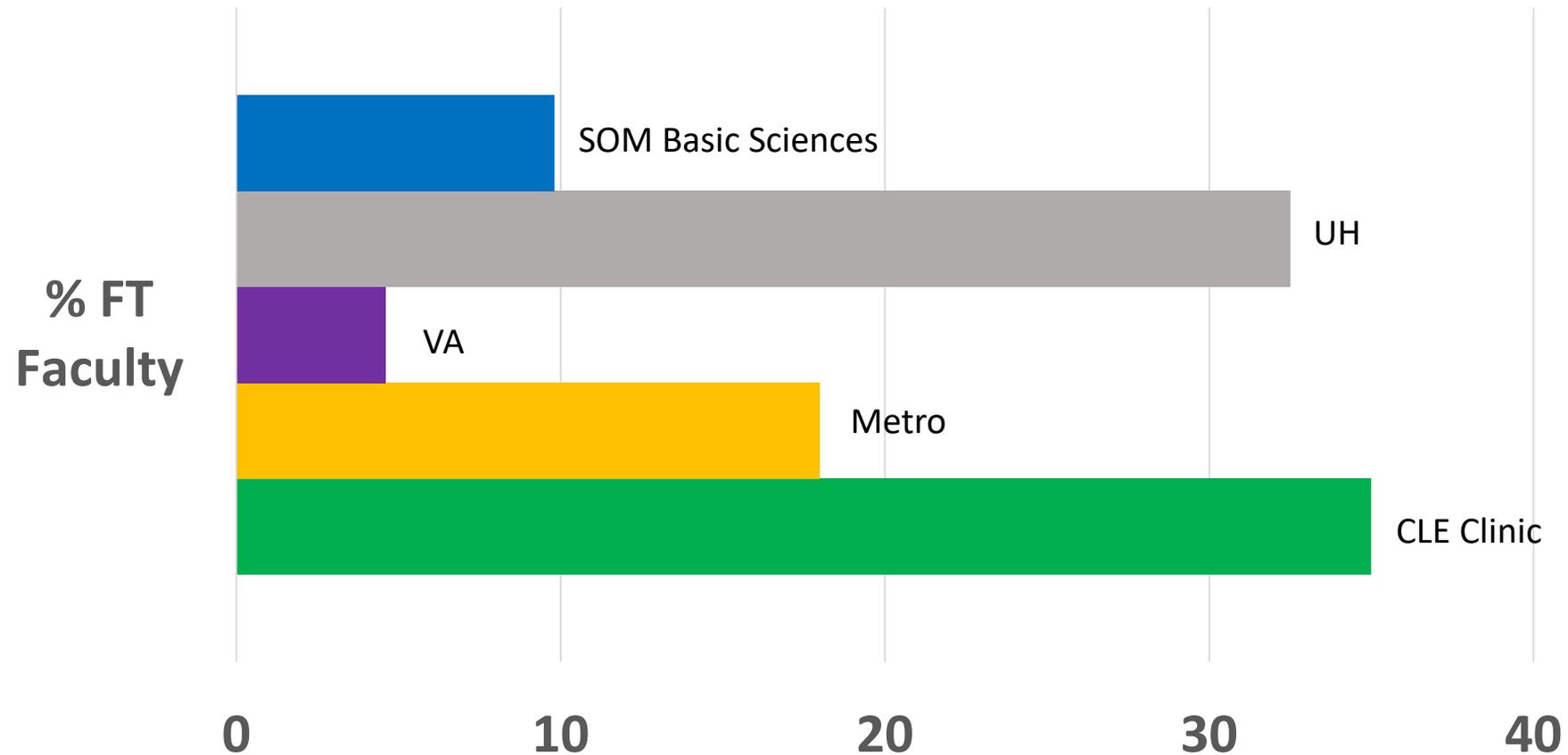


## C4. Weighted CWRU Model



# Relevant Background

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

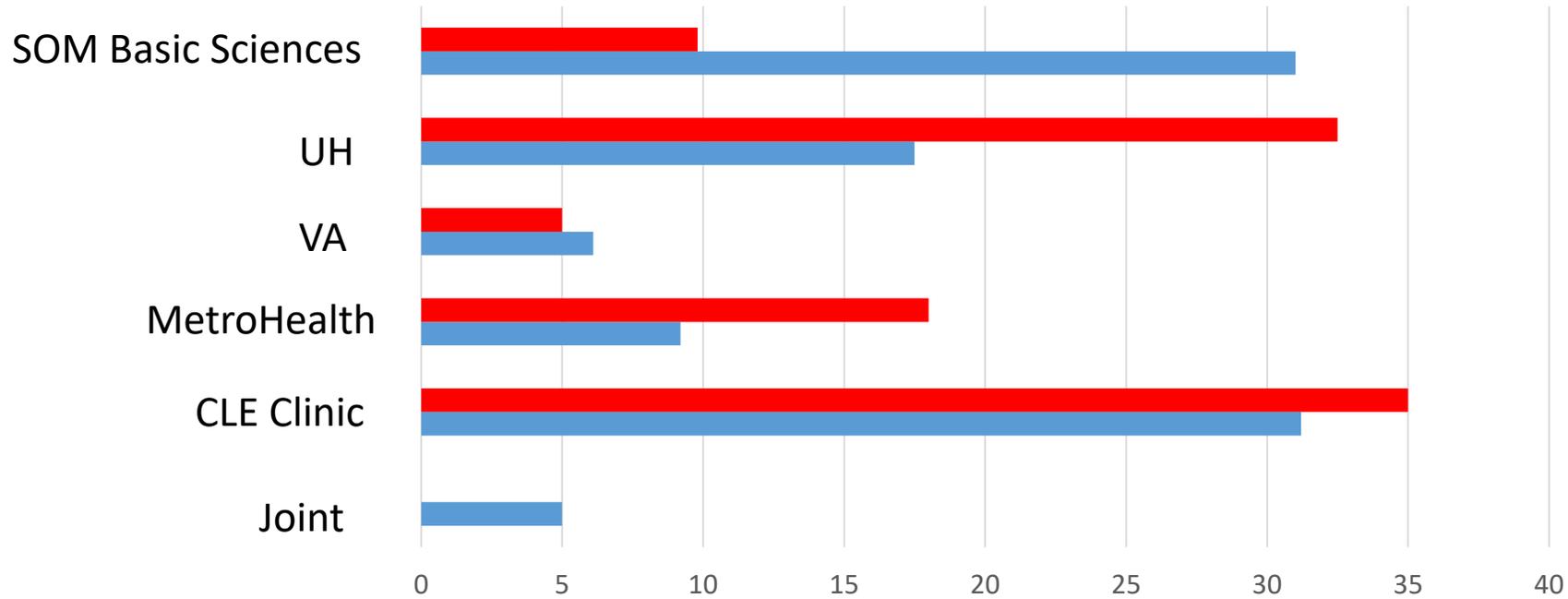


# Survey: Response Rate & Demographic Data

- 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

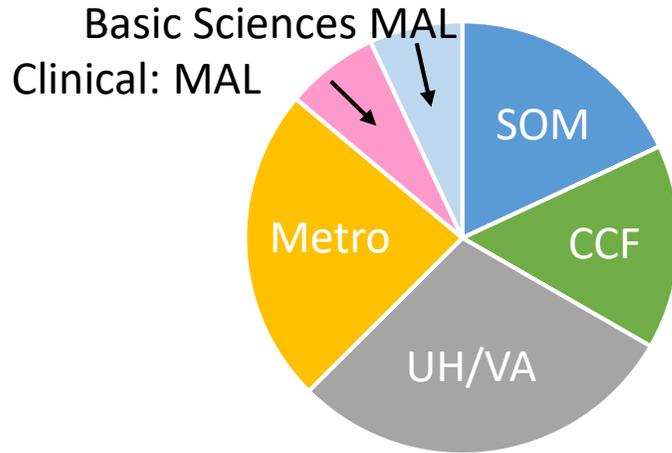
## Where were the Respondents from?



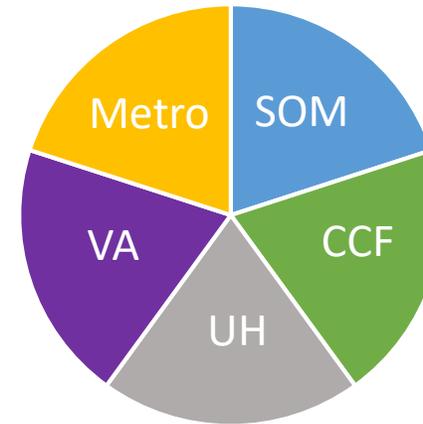
**% Total FT Faculty, % of Total Survey Respondents**

# Representation Models with % of Faculty by Site

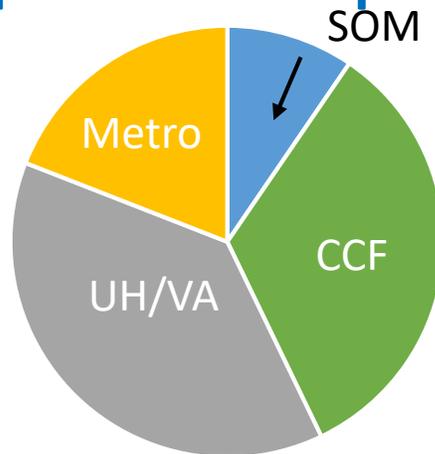
## C1. Current Model



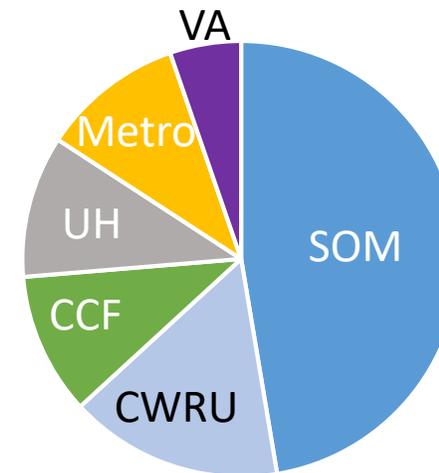
## C2. "Senate" Model: Equal Representation



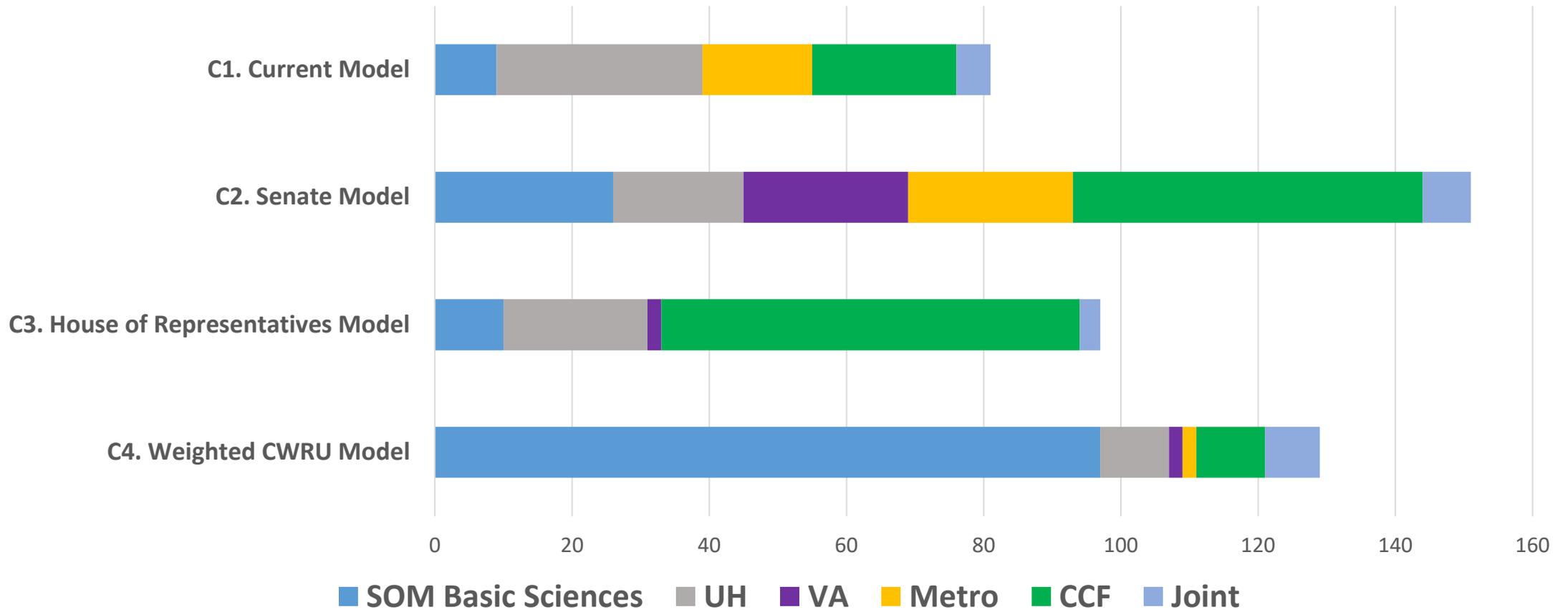
## C3. "House" Model: Proportionate Representation



## C4. Weighted CWRU Model



# Representation Models: Number of Responses by Primary Site



# Preferred Models, Grouped by % of Respondents by Site

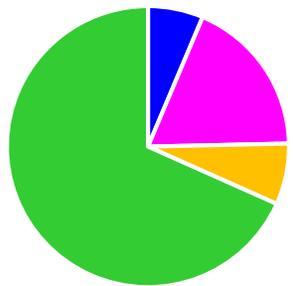
**Current Model**

**Senate Model**

**House Model**

**Weighted CWRU Model**

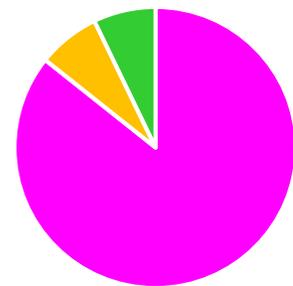
SOM Basic Sciences, n=142



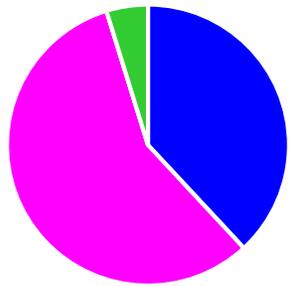
UH, n=80



VA, n=28



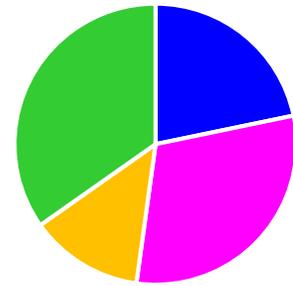
MetroHealth, n=42



CLE Clinic, n=143



Joint, n=23



**Annual Committee on Admissions Report to Faculty  
Council  
April 1, 2019**

**June 2018 – March 2019**

**1. 2018-2019 Admissions Cycle Overview:**

The Admissions Committee met 12 times during this academic year. The Admissions Committee also reviewed and approved the admissions decisions from the MSTP Steering Committee and the Cleveland Clinic Lerner College of Medicine (CCLCM) Subcommittee.

This year, we have been asked to compose a class of 216 (171 for the University Program, 32 CCLCM, and 13 for MSTP). In total, our School received **7,556** applications for all of our MD programs for 18-19. This reflects a **12% increase (+1,000 applications)** from the year prior, while applications increased only by 2% nationally. The secondary application completion rate for all programs was 77% (5,824 of 7,556) which is about the same as compared to other years.

*The University Program:*

This year the University Program received 5,603 applications and conducted 914 interviews from the 1,085 invitations extended. The applicant pool this year was extraordinarily strong. We had a number of new interviewers this year from some Basic Science departments, University Hospitals, MetroHealth and Cleveland Clinic and are very grateful to those who devote much energy and time to our process. To date, the Committee has offered 394 acceptances for the University Program to achieve a class of 171.

The tuition for the entering class of 2019 will be \$65,476 with a total cost of attendance will be \$91,878. Tuition costs continue to be a factor in why applicants decide to attend other institutions.

The SOM Finance Office continues to look at older directed scholarships, lectureships, and endowments to see if they can be amended to assist a broader cohort of incoming medical students in an effort to increase our scholarship and aid pool.

*Pre-professional Scholars Program:*

The Admissions Office, in conjunction with Undergraduate Admissions, interviewed approximately 65 accepted high school students for the undergraduate Pre-Professional Scholars Program (PPSP) in March, 2019. The selection of the new PPSP undergraduate students has not yet taken place at the time of this report.

*Oral and Maxillofacial Surgery Program:*

The admissions office also coordinated interviews for 60 dentists and/or 3<sup>rd</sup> year dental students seeking acceptance into the MD/MS Oral and Maxillofacial Surgery program. Our admissions evaluations and recommendations were provided to the director of the program, Faisal Quereshy, MD, DDS, FACS, to fill their three spots. The program matched all three positions for next year from their top 10 list of candidates.

**2. The Entering Class of 2018:**

The Entering Class of 2018 was yet another very academically qualified class, and also one of the most diverse classes we have had in nearly 15 years. 23% of the students in this entering class self-described race/ethnicity categories that are considered to be underrepresented in medicine. Please see attachment A.

**3. Admissions Staffing and Committee:**

A list of our Admissions Committee members is attached (Attachment B). We welcomed a new member, Dr. Jaividhya Dasarathy from MetroHealth, to the Committee.

Admissions Staffing: Dr. Henry Ng, Assistant Dean for Admissions, left the Admissions Office in February, 2018.

**5. Recruitment:**

**a. Physical and Virtual Campus Visits**

Our goal remains to recruit exceptionally talented students from across the country through targeted outreach by Dr. Mehta, Mr. Essman and Mr. McKenzie. As travel is expensive, we remain very conscious of recruitment spending. We were able to visit:

University of Michigan-Ann Arbor  
Ohio Med Day at the U. of Toledo College of Medicine  
University of Pittsburgh w/Carnegie Mellon fair/expo, and three group presentations  
Kent State University  
University of Akron  
Cleveland State University  
Oberlin College (visiting on April 3rd)  
Ohio State University (visiting on April 17th)  
Duke University  
Wake Forest University  
Kenyon College  
UNC Chapel Hill (fair/expo)  
University Michigan (fair/expo) & a group of 26 premeds also visited our campus  
Miami University  
USC

## UCLA

We have continued to utilize and expand the use of the webinar software using new software, Zoom, which is free through the University. This is an effective and convenient recruiting tool since participants can view the presentation from wherever they have an internet connection. Mr. Essman started these “visits” in March, 2012 with pre-medical students from several universities. This year we conducted webinars with students and advisors from:

Johns Hopkins University  
University of California-Irvine  
Vanderbilt University  
Butler University  
Massachusetts Institute of Technology  
University of Indianapolis  
Yale University  
Dartmouth College  
Princeton University  
Tufts University  
Brigham Young University  
University of Chicago  
University of California-Davis (April, 2019)  
Brown University  
Harvard University  
Pepperdine University  
Indiana University  
Northwestern University  
Northeastern University  
Brandeis University  
University of Southern California (April 4th)  
University of Dayton

In February 2019, the Admissions Staff and several medical students participated in an AAMC-sponsored virtual fair where over 1,100 participants from around the country and Canada visited our “booth” from 11:00am - 8:00pm. We felt this was an overwhelming success, particularly considering that the cost was only \$350. Lessons learned from prior virtual fairs were employed to make for a more efficient experience. Dr. Mehta and two admissions deans from other schools were invited by the AAMC to present to candidates during this webinar, and more than 2000 “attendees” participated in their presentation.

### **b. Advertising and Outreach:**

Admissions again partnered with Perception Multimedia, a local multimedia marketing company, to assist with the coordination of an email campaign to

prospective applicants that are targeted based on MCAT scores. Some MCAT scores were acquired via purchase, and some were acquired via the AAMC's MED-MAR system that provides MCAT scores from students who self-identify as underrepresented and/or disadvantaged. The total cost of the campaign was just over \$8,000. We share the costs of purchasing the MCAT scores with Graduate Studies.

In May 2018, 6,516 emails were delivered to prospective applicants with email open rates reaching 56% (industry average for marketing and advertising is a 13% open rate). We feel this is an incredibly effective and affordable marketing tool in reaching students who may not have otherwise considered applying to our medical school, and again helps us to cut-down on travel costs while employing a more effective method of recruitment.

	Email Recipients	Applied	%Applied	Potential Revenue (\$90 application fee)
Total	6,516	1,051	16%	\$94,590
High MCATs – 2017-18 MCAT list purchased by Grad Studies	3,204	894	28%	\$80,460
MED-MAR List (free) (disadvantaged, minority)	3,312	157	4.7%	\$14,130

	Total	Email Recipients That Applied	% of Applicant Pool	
<b>Total Applications</b>	7,556	1,051	14%	
<b>UP Applicants</b>	5,603	972	17%	
<b>UP Interviewees</b>	<b>914</b>	<b>320</b>	<b>35%</b>	
<b>UP Accepts</b>	<b>394</b>	<b>120</b>	<b>30%</b>	

### **Admissions Website**

The admissions website was redesigned and converted to Drupal. We have been working with University Marketing and Communications to use Google Analytics and website “heat maps” to understand how visitors use our site. This information will help us decide how we continue to fine-tune our site.

### **b. Pre-Med Advisor Outreach:**

In June 2018, Mr. Essman and Mr. McKenzie attended the biennial national meeting of the National Association of Advisors for the Health Professions (NAAHP) for pre-med advisors held in Washington DC. Attendance at this conference has proven to be an excellent method for meeting and networking with pre-med advisors from across the country and for promoting our School, particularly during the Meet the Deans sessions.

### **6. National Presence:**

Dr. Mehta is one of five admissions representatives on the Committee of Admissions (COA) for the AAMC; the COA group advises the AAMC on setting national admissions policies and best practices. She was also invited by the AAMC to co-chair an ad-hoc group on admissions, which reevaluated and wrote new admissions traffic guidelines for the entire nation; these new guidelines are being implemented during this current admissions cycle. She is also a national expert on the topic of accessibility and inclusion in the admissions process for health professions schools, and our school was held up in a recent AAMC report as an exemplar school in this regard.

Mr. Essman continues to be the chairperson of the admissions section of the 13 School Consortium. As chairperson he also sits on the 13 School Consortium Steering Committee.

### **7. Admissions Software:**

The Admissions office implemented a new admissions software platform this year called AMP. AMP is used by over 85 allopathic and osteopathic medical schools and graduate programs in the United States, including many of our peers at other top 25 schools. Any new product implementation has associated growing pains, but overall, the onboarding process and launch went relatively smoothly. Our students and faculty did not report many issues since the look and feel of the new platform is very similar to our retired, homegrown platform.

### **8. Student Involvement:**

The student interview is a valuable part of the interview process, lending additional insights into each applicant. All medical student involvement in our admissions process, including applicant interviewing, tours, overnight hosting program, a lunch/Q & A session and Second Look weekend, is coordinated entirely by volunteer student co-chairs of the Student Committee on Admissions (SCA). Given our move to the HEC, an additional co-chair was added to this group to now total seven student volunteers.

Student participation on the Admissions Committee includes 4 voting students and 2 non-voting students. Appointment of voting students is via peer election.

## 10. Plans for 2018-2019

**The Big Move to the HEC. We believe that HEC will be a gamechanger for admissions in recruiting students to CWRU.**

**Help us recruit more faculty interviewers! Training will take place in August.**

As stated above, recruitment is a prime initiative in our office. With our move to the HEC, we are planning to invite more prospective students to our new campus and to host pre-med advisors for special visits. We want to show off our new home!

Goals for 2019

- Add more screeners to cope with increasing application numbers
- Host admissions committee retreat
- Strategize for interview/acceptance process modifications for the move to the HEC
- Prepare for the transition to the HEC
- Recruit new interviewers from all clinical sites and the SOM
- We will host the annual Ohio Medical Education Day (OMED) in the fall for 200+ Ohio pre-medical students

We greatly appreciate the faculty support of the admissions process and look forward to your continued help next year.

Respectfully submitted,

Todd Otteson, M.D.

Chairperson, Committee of Admissions

Cc: Dean Davis  
Dr. Thomas  
Dr. Mehta  
Mr. Essman

Presenting  
The Entering Class

of  
**20**  
**18**

**Welcome  
To The  
Case Western  
Reserve  
University School  
of Medicine**



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

July 11, 2018

# Application Statistics

***Total Applications Nationally: 50,904***

***Total Applications to CWRU: 6,645***

***2018 Entering Class Size: 215***

## ***University Program***

- Applications: 5,623
- Interviews: 1,011
- Matriculants: 170

## ***CCLCM***

- Applications: 1,980
- Interviews: 243
- Matriculants: 32

## ***MSTP***

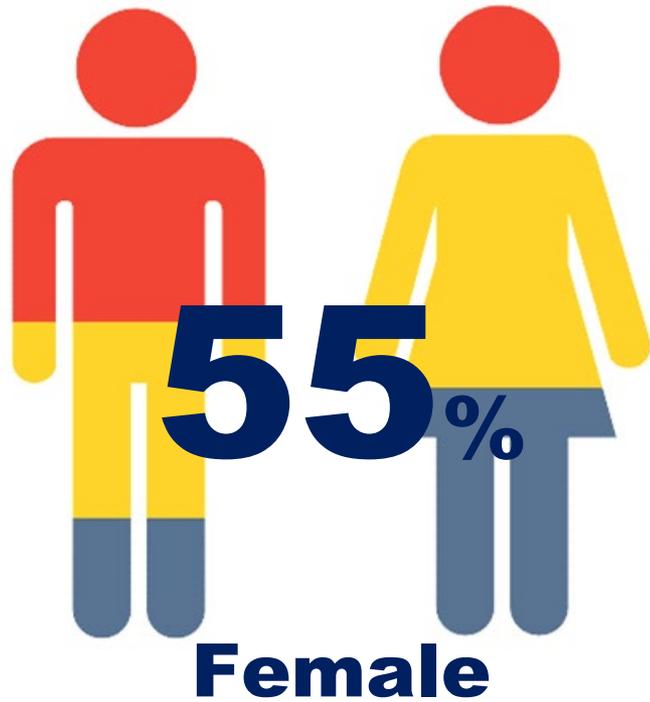
- Applications: 403
- Interviews: 80
- Matriculants: 13



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

# Demographics



Age Range: 21-41



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

# Race and Ethnicity (215): **Demographics**

39.5%	White (85)
13%	African American, Black or African American (28)
11%	Asian Indian (23)
7.8%	Chinese (17)
7.8%	Hispanic, Colombian, Cuban, Mexican, Puerto Rican, Latino, Other Hispanic (17)
3.7%	Korean (8)
3.7%	Taiwanese (8)
3.3%	Vietnamese or Vietnamese, Chinese or Vietnamese, White (7)
1.8%	Pakistani (4)
1.4%	Asian, Asian Other or Asian, Chinese, Other Asian, White (3)
0.9%	African American, Afro-Caribbean, Black or African American, White (2)
0.9%	Korean, White or Korean, Chinese (2)
0.9%	Filipino (2)
0.9%	Japanese (2)
0.9%	Other (2)
0.4%	American Indian or Alaskan Native (1)
0.4%	White, Mexican/Chicano, Hispanic, Latino, or of Spanish origin (1)
0.4%	American Indian or Alaskan Native, African American, Afro-Caribbean, Black or African American, Other (1)
1.4%	Did Not Report (3)



# 88 Different Colleges & Universities



11

18



16



8

9

7



THE OHIO STATE UNIVERSITY

7

6



6

6



4



5



6



4



EMORY UNIVERSITY OF MEDICINE

4



4



# Complete List of Schools

Augsburg College - 1
Bowdoin College - 2
Bowling Green State University Firelands College - 1
Brigham Young University - 2
Brown University - 2
Bucknell University - 1
California Lutheran University - 1
California Polytechnic State University-San Luis Obispo - 1
California State University-Fullerton - 1
Case Western Reserve University - 16
Christopher Newport University - 1
College of William & Mary - 1
Columbia University in the City of New York - 2
Cornell University - 9
Dartmouth College - 1
Duke University - 6
Eastern Nazarene College - 1
Emory University - 4
Excelsior College - 1
Fisk University - 1
Florida Agricultural and Mechanical University - 1
Franklin & Marshall College - 1
Geneva College - 1
Georgetown University - 2
Grand Valley State University - 1
Gustavus Adolphus College - 1
Harvard University - 4
John Carroll University - 1
Johns Hopkins University - 6
Kenyon College - 1

Lake Forest College - 1
Lehigh University - 1
Lewis University - 1
Loyola University Chicago - 1
Massachusetts Institute of Technology - 1
Michigan State University - 2
Middle Tennessee State University - 1
Middlebury College - 1
Northeastern University - 5
Notre Dame of Maryland University - 1
Oberlin College - 1
Princeton University - 3
Rhodes College - 1
Rice University - 1
Rutgers University - 1
Saint Louis University - 1
Santa Clara University - 1
Smith College - 1
Stanford University - 3
Temple University - 2
The Ohio State University - 7
The University of Alabama - 1
The University of Utah - 1
University of Alabama at Birmingham - 2
University of California - Los Angeles - 8
University of California-Berkeley - 11
University of California-Davis - 1
University of California-San Diego - 4
University of Central Florida - 2
University of Chicago - 2

University of Colorado at Boulder - 1
University of Colorado at Colorado Springs - 1
University of Connecticut - 1
University of Dayton - 1
University of Florida - 1
University of Illinois at Urbana-Champaign - 1
University of Maryland-Baltimore County - 1
University of Miami - 1
University of Michigan-Ann Arbor - 18
University of Minnesota-Twin Cities - 2
University of Missouri-Columbia - 1
University of Missouri-St Louis - 1
University of Nevada-Reno - 1
University of North Carolina at Chapel Hill - 3
University of Notre Dame - 2
University of Pennsylvania - 6
University of Pittsburgh - 4
University of Rochester - 1
University of Southern California - 7
University of Virginia - 1
University of Washington - 2
University of Wisconsin-Madison - 2
Vanderbilt University - 3
Washington University in St. Louis - 6
Wellesley College - 1
Wheaton College - 1
Whitman College - 1
Yale University - 1

# Majors and Graduate Degrees

## Undergraduate Degrees

Biology, Biological Sciences, Human Biology, Integrative Biology, Human Development, Physiology  
Biochemistry/Biochemistry & Molecular Biology  
Molecular & Cellular Biology  
Biomedical, Chemical & Mechanical Engineering  
Psychology/Psychobiology  
Neuroscience/Neurobiology  
Chemistry  
Genetics  
Microbiology  
Anthropology  
Mathematics  
Public Health & Global Health  
Economics & Business  
Physics & Biophysics  
Computer Science  
Political Science & International Studies  
Molecular Toxicology  
Movement Science & Exercise Science  
English Literature  
Classics  
Art History  
Nutritional Sciences

## 22 Graduate Degrees

Biochemistry & Molecular Biology  
Bioengineering  
Bioethics & Social Policy  
Bioethics - 2  
Biotechnology - 2  
Biomedical Engineering  
Biomedical Research  
Biomedical Informatics  
Biomedical Sciences - 3  
Health Informatics  
Chemistry  
Management Information Systems  
Medical Physiology – 2  
MBA/JD  
MPH  
MN (masters in nursing)  
Philosophy and Literature  
Physiology  
Public Health  
Statistics  
Theological Studies

## 4 Doctorate Degrees

Juris Doctorate  
Doctor of Pharmacy  
PhD – Chemical Biology  
PhD - Immunology

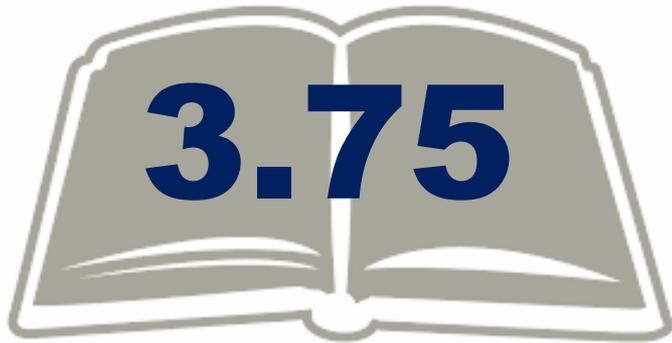


**28**

**Double Majors**



# Academic Credentials



Average Cumulative GPA

## Cumulative GPA

Range: 2.91 - 4.00  
3.79

Median:

Mode: 4.00

---

~~National Avg. Cumulative GPA (2017):  
3.71~~

## Science GPA

Range: 2.85- 4.00  
3.75

Median:

Mode: 4.00



Average Science GPA

National Avg. Science GPA (2017):



SCHOOL OF MEDICINE

3.64  
CASE WESTERN RESERVE  
UNIVERSITY

# Academic Credentials

## MCAT

n= 2

Average: 39.2 (100%)

National Avg. 2015 = 31.4

## MCAT<sup>2015</sup>

n= 199

Average: 516.4 (94%)

Median: 518 (96%)

Mode: 518

Range = 503-526

National Avg. 2017 = 510.4 (81%)



**Graduated with Honors, Summa or  
Magna Cum Laude**



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

# Pre-Medical Oriented Activities



**136**

Honors/Awards



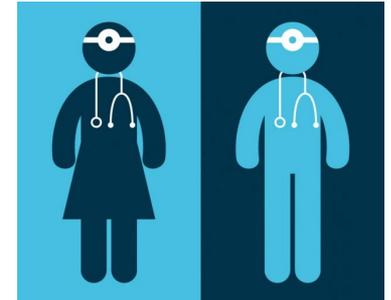
**25**

Artistic Endeavors



**170**

Volunteer Medical Experience



**180**

Physician Shadowing/  
Clinical Observation



**188**

Research Experience



**116**

Paid Employment



**26**

Intercollegiate Athletics



**152**

Volunteer Experience

**122**

Teaching/  
Tutoring/  
Teaching Assistant



**56**

Publications



# Just For Fun

Dance Fitness Instructor  
Marshall Scholar  
Americorps Volunteers  
ER Scribes  
Painters, Photographers, & Artists  
Marching Band Members  
Olympic Weightlifters  
Varsity Athletes  
Google Cloud All-American Academic Athlete  
Distance Runners  
Poets  
Outdoor Enthusiasts  
Extreme Sports Hobbyists  
Cyclists  
Lifeguards  
EMTs  
Black Belt Martial Artists & Instructors  
Musicians & Vocalists  
Dancers & Choreographers  
Foreign Language Medical Interpreters  
Habitat for Humanity Volunteers  
Yoga, Pilates, Spinning Instructors  
Horse Breeder

College Newspaper editors  
NIH IRTA Scholars  
Knitters  
Ballroom and Salsa Dancers  
Triathletes  
Woodworker  
Cooks, Bread Bakers, & Cupcake Makers  
Knitting Club  
Gymnastics Instructor  
Registered Nurse  
Intercollegiate Ethics Bowl  
Therapy Dog Volunteer  
Young Scientist Program  
English Teacher  
Woodworking, Lifeguard  
Immigration Consulting Volunteer  
Flight Paramedic  
Crisis Counselor, Crisis Text Line  
Adult Literacy Volunteer, Hospice  
Animal Rescue  
Immigration Consulting Volunteer

## ***Most Common...***

- Sports: Running & Soccer
- Boy's names: Matthew (4)
- Girl's names: Emily (4), Sarah (4), Jessica (3), Stephanie (3)
- Birthdate: 7/11, 7/12, 3/14, 4/17, 10,16 (3)
- Happy Birthday To....

**CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE  
ADMISSIONS COMMITTEE 2018-2019**

**ELECTED MEMBERS**

Todd Otteson, M.D. (Chair) (2020)  
Department of Otolaryngology-UH  
216/844-5501 [todd.otteson@uhhospitals.org](mailto:todd.otteson@uhhospitals.org)

Jason Chao, M.D. (2022)  
Department of Family Medicine - UH  
216/368-3886 [jason.chao@case.edu](mailto:jason.chao@case.edu)

Jeffery Becker, MD (2022)  
Department of Medicine – MHMC  
216/778-3952 [jbecker@metrohelath.org](mailto:jbecker@metrohelath.org)

Lynn Cialdella Kam, PhD (2020)  
Department of Nutrition - SOM  
216/368-2075 [lak99@case.edu](mailto:lak99@case.edu)

Katherine Griswold, M.D. (2022)  
Department of Pediatrics – UH  
216/844-3387 [katherine.griswold@uhhospitals.org](mailto:katherine.griswold@uhhospitals.org)

Sichun Yang, PhD (2019)  
Department of Nutrition – SOM  
216/368-5796 [sichun.yang@case.edu](mailto:sichun.yang@case.edu)

Margaret Larkins-Pettigrew, M.D. (2023)  
Department of Reproductive Biology – UH  
216/844-3941 [Margaret.larkins-pettigrew@uhhospitals.org](mailto:Margaret.larkins-pettigrew@uhhospitals.org)

Susanne Wish-Baratz, PhD (2021)  
Department of Anatomy – SOM  
216/368-6667 [sw195@case.edu](mailto:sw195@case.edu)

Carla Harwell, M.D. (2023)  
Department of Medicine - UH  
[cjh59@case.edu](mailto:cjh59@case.edu)

**APPOINTED MEMBERS**

Tamer Said, M.D. (2022)  
Department of Family Medicine - MHMC  
[tsaid@metrohealth.org](mailto:tsaid@metrohealth.org)

Phyllis A. Nsiah-Kumi, M.D., MPH (2022)  
Department of Medicine – VA  
216-791-3800 x2239 [phyllis.nsiah-kim@va.gov](mailto:phyllis.nsiah-kim@va.gov)

Julian Stelzer, PhD (2023)  
Department of Physiology and Biophysics - SOM  
216/368-9636 [jst199@case.edu](mailto:jst199@case.edu)

Jaividhya Dasarathy, MBBS (2023)  
Department of Family Medicine - MHMC  
440/669-3711 [jdasarathy@metrohealth.org](mailto:jdasarathy@metrohealth.org)

**Ex Officio (with vote):**

Joseph T. Williams, MPA  
Director of Multicultural Programs - SOM  
Office of Student Affairs: Room E421  
216-368-1914 [jxw26@case.edu](mailto:jxw26@case.edu)

C. Kent Smith, M.D.  
Senior Associate Dean for Students and Assistant Dean for Students  
Societies  
Office of Student Affairs – SOM E423  
216/368-3164 [cks@case.edu](mailto:cks@case.edu)

**Ex Officio (without vote):**

Christian Essman  
Director of Admissions  
Office of Admissions - SOM T308  
216/368-0296 [cce3@case.edu](mailto:cce3@case.edu)

Lina Mehta, M.D.  
Associate Dean for Admissions  
Office of Admissions - SOM T308  
216/368-3450 [lina.mehta@case.edu](mailto:lina.mehta@case.edu)

**Student Representatives:**

Fourth Years: Joseph Soucy  
Lynn Orfahli

Third Years: Jonathan Barko  
Erin Lebold

Second Years: Kolade Odetoynbo  
Brendan Holmes  
Hana Yokoi  
Erica Stevens  
Trenton Rivera  
Lauren Ledingham

First Years: TBD Dec/Jan.

**Regular Guests:**

Kathleen Franco, M.D.  
The Cleveland Clinic Foundation  
Dept. of Medical Student Education  
216/445-7435 [francok@ccf.org](mailto:francok@ccf.org)

Derek Abbott, M.D., PhD  
Co-Director of MSTP  
[dwa4@case.edu](mailto:dwa4@case.edu)

Agata Exner, PhD  
Co-Director of MSTP  
[aas11@case.edu](mailto:aas11@case.edu)

Renee Pickel  
Admissions Operations Coordinator  
216/368-5496  
[rpx279@case.edu](mailto:rpx279@case.edu)

Tom McKenzie  
Assistant Director of Admissions  
[Txm342@case.edu](mailto:Txm342@case.edu)  
216-368-3452

**CASE WESTERN RESERVE UNIVERSITY SCHOOL OF MEDICINE  
ADMISSIONS COMMITTEE 2018-2019**

# COS Annual Report to Faculty Council

Susan L. Padrino, MD  
Chair, Committee on Students  
April, 2019

# Role of the COS

- Review full scope of student performance
  - Academic
  - Professionalism
- Recommend students for promotion through the curriculum and for graduation
- Determine appropriate interventions for students with academic or professionalism lapses
- Approve extensions beyond one year, or other exceptions to usual curriculum requirements

# Committee Membership

- Twelve members
  - 3 women
  - 8 men
  - 1 URM
  - 6 Clinical Science
  - 5 Basic Science
  - Dean appointee seats available

# Committee Meetings

- Third Thursdays of the month at 3pm
- Ten to eleven meetings/year

# Committee Business

- Ongoing Quality Improvements
  - New Member Orientation in place
  - Finalized plan for addressing findings of Title IX investigations
  - Annual reviews from legal office

# Student presentations

- Early Concerns
  - Professionalism Working Group managing the initial review, refer students to COS when needed
- Students presented
  - 16 Academic issues
  - 9 Professionalism issues
  - 10 Combined issues
  - 4 Administrative issues (extending a year)
  - 2 students withdrew
  - 23 male
  - 18 female

# Trends

- Numerous issues with Step 1 deadlines (at least 8/41)
- Increasing rates of health issues (often mental health)

Dear Dean Davis,

Shortly after President Snyder arrived, she asked the Faculty Senate what were the top priorities that it wanted to have addressed. The top two were faculty salaries and day care. While there have been some accommodations for faculty with respect to day care, there has been no report on the future of a day care facility on campus to our knowledge. In part, the difficulty has been where such a facility might be located and what it would cost to construct an appropriate building.

With the movement of the teaching activities of the dental, nursing and medical schools to the Health Education Campus, previous comments by the President indicated that the dental and nursing school buildings would be mothballed. Although the fate of these two buildings has not been finally determined, it seemed that there might be an opportunity to use one of these buildings as a day care center. This would be facilitated by use of part of the parking space under the east wing of the Medical School (ground floor level) for day care activity (drop off/pick up of children).

The feasibility of this proposal is unknown as there may be substantial cost associated with getting the building up to standards for a day care facility and how to best use the space for day care. However, the existence of these buildings and their rather central location on campus would make it likely that this site would be highly desirable for the School of Medicine and the CWRU community.

With this in mind, the Faculty Council makes the recommendation that:

1. the Dean of the School of Medicine support the establishment of a day care center as the School of Medicine represents roughly half the population of CWRU faculty and staff.
2. If deemed necessary, develop a survey for possible use to be sent to faculty and staff at University Hospitals, The Cleveland Clinic, The VA Hospital as well as the School of Medicine and the CWRU community for possible utilization.
3. As such a facility would serve the entire University community, the Dean is urged to request that the assistance of the Provost and President in considering this proposal for a day care center on campus in the very near future.
4. If support for this proposal is not deemed possible by the Dean, the Dean is requested to provide a timeline for the establishment of a day care center in the very near future.

Sincerely, The Faculty Council of the School of Medicine