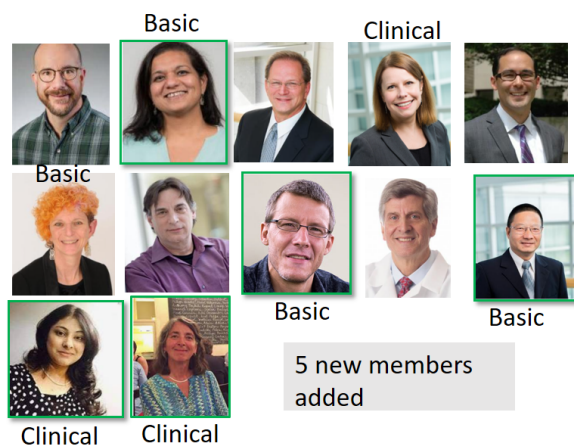


Annual Report of the SOM Faculty Committee on Budget Finance and Compensation (CFBC) 2021-2022

Members of CBFC (2021-22):



- **Mahesheema Ali (year 1)**, Assistant Professor, Pathology, Metro
- **Mark Auliso**, Chair, Bioethics (*CBSC*, non-voting)
- **Mitch Drumm**, Professor, Genetics (non-voting)
- **Agata Exner (year 3)**-2021-22 Chair, Professor & Vice Chair, Radiology; Professor, BME (FSFC rep)
- **Sudha Iyengar (year 1)**, Professor and Vice Chair, Population and Quantitative Health Sciences
- **Eckhard Jankowski (year 1)**, Professor, Biochemistry Director, Center for RNA Science and Therapeutics
- **Matthew Lester**, Vice Dean for Finance and Administration (non-voting)
- **Sana Loue (year 2)**, Professor, Bioethics
- **Danny Manor**, (*UBC Rep*), Associate Professor, Nutrition (non-voting)
- **Maureen McEnergy (year 1)**, Associate Professor, Neurology
- **Bob Salata**, Physician-in-Chief, Chair, Medicine, UHMC (CMSC, non-voting)
- **Zhenghe (John) Wang (year 1)**, Professor & Vice Chair, Genetics and Genome Sciences

The mission of the CFBC:

Our mission is to have significant input into the review of financial, budget and compensation data and advise on decision making, is being realized to a greater extent. As CFBC does not have resources to collect data itself we especially thank Matthew Lester and other administration colleagues for their cooperation and transparency.

CBFC charge, paraphrased from SOM faculty council by-laws:

- Review proposed budgets for consistency with SOM strategic plan priorities
- Analyze and report on SOM sponsored research activity
- Provide the Faculty Council (FC) with financial overviews
- Provide annual recommendations to the FC on the allocation of SOM resources
- Consultation with SOM administration regarding compensation and the annual allocation of funds available for faculty compensation
- An annual review of the guidelines and policies for faculty compensation for each Department
- Competitive analyses of faculty compensation in peer universities nationwide.
- The effect of compensation on the ability of the SOM to attract and retain top faculty

Overview of CFBC activity for the FY21 year August 2021 to April 30, 2022

Goals and initiatives for FY2021:

(1) Continue monitoring / providing input to admin re. COVID-related challenges

- As with last year, CBFC had continued input into strategy of covid-19 impact on SOM unrestricted budget
- We also actively monitored and advised the Vice Dean for Finance on effect of COVID measures on research and administrative activities. Research spending has been in general down, and we have discussed this in relation to social distancing protocols, and hiring freezes.

(2) Improve communication and interfacing with SOM faculty and with Central

- We continued to disseminate a quarterly finance update to the faculty of the SOM jointly between the CBFC and the Office of Finance at the SOM. This newsletter provides an overview of financial matters and relevant issues and activities to the faculty and staff.
- Dr. Exner became the SOM representative of the Faculty Senate Finance Committee, replacing Dr. Mendel Singer. We thank Dr. Singer for his many years of service on the FSFC.
- Also within the SOM, the CBFC Chair has attended and presented at the Basic Chairs meeting and the joint Basic / Clinical Chairs meetings. This helps to disseminate key information to faculty and for the CBFC to gather areas of concern which are of interest by the Chair.
- We continue to pursue methods to improve information flow from the Central Finance Office and CFO.

(3) Survey of faculty interest in financial info

- The highlight of the year was the survey and its results. The goal of this survey was to determine the SOM faculty's satisfaction with communication of financial information and to query what topics are important to the faculty, which could be tackled by the CBFC in future meetings.
- The survey was sent to 484 full-time School of Medicine faculty who are paid by CWRU in the following ranks: Instructor, Assistant Professor, Associate Professor, Professor, Senior Instructor, Visiting Faculty (recent recruits who have this job title temporarily), Adj/Clin Assistant Professor, Adj/Clin Assoc Professor, Adj/Clin Instructor, Adjunct/Clinical Professor.
- We had a **response rate of 21%** of the recipients who opened the email (72 faculty). The email open rate was 70% (of the 484 who received the email, 340 faculty opened it). 98 recipients clicked on the survey (20% of all recipients, 29% of the recipients who opened the email).
- Below I provide a brief summary of the results and a summary of faculty responses to questions 6 and 7 which asked about what additional financial information would be of value and why, and for general comments. I also attached all of the responses to the end of this letter. We received 37 responses for question 6.

CBFC Survey Results

Question 1:

On a scale of 1-5, level of communication of **SOM** financial data: **3.2**

Question 2:

On a scale of 1-5, quarterly financial update useful? **4.0**

Question 3:

Interested in learning more about **SOM** budget / finance operations
89% YES, 11% NO

Question 4: Interest in learning more about Central budget / finance operations

87% YES, 9% NO

Question 5: Would you like to see regular **SOM** Finance Town Hall meetings

86% YES, 10% NO

Not surprisingly, faculty would like more information about SOM finances and about Central finances. Much of this can be addressed by sharing already publicly available information and better education of faculty about the process.

In terms of responses to the open questions, **survey responders would like to have more transparency in communication of financial information.** Some common themes that emerged from the responses are listed below. They are ranked in order of importance and represented in the word cloud.

- Transparency about salary / compensation equity amongst SOM departments and with peer institutions
- How financial priorities and capital investment decisions are made at the SOM
- What grant application success rates are
- How indirect costs from grants are spent
- How the unrestricted portion of the endowment is spent
- Admin salary budget vs faculty salary budget

A number of faculty also expressed comments about the 50% reduction in Plan A which eroded trust between faculty, staff and administration. Finally, from additional Committee discussion, the availability of and process to obtain bridge funding were also discussed.



(4) Provide clarity for different CWRU SOM faculty appointment / comp structures at SOM clinical affiliates as pertaining to tenure / compensation

- We began the process of trying to gain a better understanding of the process for the CWRU tenure track appointments for faculty in Clinical Departments. The appointment structure may have a significant impact on faculty compensation.
- Our first meeting was with Dr. Dan Simon (President of Academic & External Affairs and Chief Scientific Officer for the University Hospitals Health System (UH)) and Ryan Hooper (Assistant General Counsel for UHCMC) to discuss the recently initiated faculty appointments into UH clinical departments.
- It is our hope to obtain the same level of information from CCF, Metro and the VA in upcoming meetings

Regular Business:

- CBFC received Quarterly updates on SOM finances & projections from Matthew Lester. SOM continues to do well overall, despite COVID-19 challenges.
- Analysis of faculty salaries with respect to AAMC median & our peer institutions and a comparison between FY20-21 has been completed by the SOM Finance Office and will be presented to the CBFC. The committee was working on trying to de-identify this data and share it with SOM faculty (prior to staffing changes in the Finance Office)
- CBFC conducted a Finance Town Hall along with the SOM Finance Office in April of 2022.

Upcoming Topics for FY22:

- Faculty Salaries vs. peer institutions
- Analysis (if possible) of compensation in regards to URiM faculty
- Meeting with the Development Officers for the SOM
- Discussion of Faculty Retentions and Departures over last several years
- Revisiting previous topics from FY20: Bridge funding, Cores and Center Finances, Philanthropy intake and distribution