

Faculty Council Meeting
Meeting Minutes
Monday, May 20, 2019
4:00-5:30PM – BRB 105

4:00-4:05PM	Welcome, Chair's Comments, and Request for Nominations from the Floor for the FC Election	Sudha Chakrapani
4:05-4:07PM	Approval of Faculty Council Meeting Minutes from the April 15, 2019 Meeting	Sudha Chakrapani
4:07- 4:10PM	Faculty Council Steering Committee Activities Report	Gary Clark
4:10-4:13PM	Admissions Committee Annual Report (submitted by Todd Otteson)	
4:13-4:16PM	Committee on Students Annual Report (submitted by Susan Padrino)	
4:16-4:20PM	Faculty Senate Activities	Danny Manor
4:20-4:25PM	Discussion of Daycare Letter	Bill Merrick
4:25-4:28PM	Committee on Medical Education Annual Report (submitted by Cliff Packer)	
4:28-4:40PM	Committee on Budget, Finance, and Compensation Annual Report	Mendel Singer
4:40-4:50PM	Continuation of the Discussion of Bylaws Recommendation on the Petition	
4:50-5:20PM	Discussion on Faculty Council Structure and Representation	
5:20-5:30PM	Vote on the Senate Model	
	New Business	
	Adjourn	

Members Present

Corinne Bazella
Robert Bonomo
David Buchner
Cathleen Carlin
Sudha Chakrapani
Shu Chen
Gary Clark

Sherine Ghafoori
Mahmoud Ghannoum
Anna Maria Hibbs
Darrell Hulisz
Beata Jasztrzebska
Hung-Ying Kao
Stathis Karathanasis

Maureen McEnery
Vincent Monnier
Nimitt Patel
P. Ramakrishnan
Anand Ramamurthi
Satya Sahoo
Jochen Son-Hing

Members Present (cont.)

Travis Cleland	David Katz	Phoebe Stewart
Piet de Boer	Allyson Kozak	Daniel Sweeney
Pamela Davis	Cynthia Kubu	Patricia Taylor
Philipp Dines	Suet Kam Lam	Krystal Tomei
Jennifer Dorth	Maria Cecilia Lansang	Carlos Trombetta
William Dupps	Charles Malemud	Anna Valujskikh
Judith French	Danny Manor	Jo Ann Wise
Monica Gerrek	Jennifer McBride	Richard Zigmond

Members Absent

Tracey Bonfield	Rekha Mody	Barbara Snyder
Brian D'Anza	Ameya Nayate	Charles Sturgis
Zachary Grimmett	Vicki Noble	James Howard Swain
Hannah Hill	Clifford Packer	Patricia Thomas
Irina Jaeger	Ben Roitberg	Melissa Times
Laura Kreiner	Scott Simpson	Kristin Voos
Varun Kshetry		

Others Present

Jae Cho	Nicole Deming	Todd Emch
Joyce Helton	Amy Hise	Usha Stiefel

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.

Dr. Eli Bar has stepped down as Chair of the NEC and is moving to another institution. President Snyder has requested that a special committee be created regarding nominations for the advisory committee for the search committee for the Dean of the medical school. A special committee was created with elected members from the Steering Committee, Nominations and Elections Committee, and four chairs (two from basic science, and two from clinical).

Dr. Chakrapani reminded the council that the third meeting of the SOM Faculty with the Dean is scheduled for Wednesday, May 29 at 4:00PM in the E401 Auditorium in the Robbins Building. Everyone is encouraged to attend.

Dr. Chakrapani asked if there were any nominations from the floor for the Chair-Elect, Steering Committee, and the Nominations and Elections Committee. She asked the FC members to make sure they had picked up a ballot.

Approval of April 15th Faculty Council Meeting Minutes

Since no edits or corrections were received when solicited, a motion was made and seconded to approve the April 15 Faculty Council Meeting minutes as presented. There being no further discussion, a vote was taken. 28 were in favor, 1 was opposed, and 3 abstained. The motion passes.

Faculty Council Steering Committee Activities Report (Gary Clark)

The Faculty Council Steering Committee met on May 6. Some of the topics discussed were the standing committee annual reports, which will be presented to Faculty Council later today. They approved the candidates for the MD degree, and reviewed the SOM CAPT recommendations for equity (these included faculty packets for promotion and tenure). The Committee also provided advice to the Dean on Emeritus and Chair appointments.

Admissions Committee Annual Report (Submitted by Todd Otteson)

The Annual Report from the Admissions Committee was submitted by Todd Otteson to Faculty Council for review and approval. When polled, there were no questions or comments forthcoming from the floor. A motion was made and seconded to accept the report as presented. There being no further discussion, a vote was taken. 29 were in favor, 1 was opposed, and 5 abstained. The motion passes.

Committee on Students (Submitted by Susan Padrino)

The Annual Report from the Committee on Students was submitted by Susan Padrino to Faculty Council for review and approval. No questions or comments were forthcoming from the floor. A motion was made and seconded to accept the report as presented. There being no further discussion, a vote was taken. 29 were in favor, 0 were opposed, and 4 abstained. The motion passes.

Faculty Senate Activities (Danny Manor)

The Senate is the major channel of communication between faculty and central administration. The President and Provost are present in most of the Senate and executive meetings. Many of Faculty Council's agenda items rely on the support of the Senate to move forward and come to resolution. The challenge has been that sometimes the support for some issues has been limited or insufficient. The School of Medicine is sometimes seen as a different beast. The size (3,000 faculty) is intimidating and our organizational structure can be complicated with our multiple campuses, geographical locations, etc.

Across the street is a very different life. NTT and tenure track are viewed differently and the distinction between clinical and basic sciences can be confusing. Everything that happens to this body eventually goes across the street e.g. courses that come through and are approved by Faculty Council. One recent example was the doctor of Physical Therapy. Faculty Council had no issues with this proposal. In time, it would become the standard of care in that region, and yet it barely passed in the senate with a surprisingly close vote. The SOM could participate more and do a better job of lobbying, meeting and explaining.

People on main campus have no questions about what tenure means; tenure in the SOM is unique. A recent outcome example derived from a presentation given by the Provost's office to the Faculty Senate and then the Board of Trustees about longitudinal faculty numbers across the university. In this presentation, the SOM had shown a very significant decline in faculty and a change up in the number of NTT faculty at the expense of TT faculty. It started a windmill of discussions and e-mails. These numbers were the result of counting faculty based on paymaster; only those paid by CWRU were counted. This is not how the school of medicine counts their 3,000 faculty members. The bottom line is that they used a very simple and straightforward method, which resulted in a factually incorrect number of SOM faculty.

Dean Davis stated that they are only counting people paid by Case. Looking over a 20-year period, the UH affiliation and inclusion of Cleveland Clinic as faculty, constituted a period that

included a great many changes. The Dean wrote to the Provost, Deputy Provost and Chair of the Faculty Senate to explain this erroneous method of counting faculty and to assure them of the SOM's academic commitment and that it is flourishing and not diminishing.

The differences in affiliations dictates the paymaster. Cleveland Clinic does not permit tenure. The affiliates pick up the cost for academic people allowing us to expand without having to expand our budget. We need to have people in the Faculty Senate who are well informed and able to make our case. The SOM appreciates people who are willing to run and educate themselves on the issues.

The results of the 2018 faculty climate survey were recorded in different ways. Faculty geographically off campus were dropped off the count. They are full time faculty, with the same protections of those at UH or Metro.

It is the hope that the prescription plan issues will be resolved within the month of June. There is no more Direct Scripts, everybody is scrambling and trying their best to embrace Med Impact. Those faculty members who are experiencing large out-of-pocket payouts can contact either the senators or Carolyn Gregory in HR. Most probably, Med Impact will not be much of an improvement. The Law School has initiated, and will be moving ahead, with a vote of no confidence on both Med Impact and Direct Scripts. They are very aware of the need for a retail option arrangement such as CVS. The cost structure and copays have yet to be determined.

Discussion of Daycare Letter (Bill Merrick)

Dr. Chakrapani reported that she did not receive any edits or points of discussion regarding the draft letter, presented to Faculty Council for review, for using the dental and nursing school buildings as daycare.

The Dean noted that at this moment neither the Dental nor the Nursing School has plans to be mothballed. Nursing Research will be in the Nursing building and Dental Research will be in the Dental Building. The Provost's presentation explained that the Music School Settlement is reserving spots for children of Case employees. Since the initial proposal, there has not been any additional activity of which we are aware. A very serious look is being given to two locations, Juniper or Bellflower, and one close to where the old greenhouse used to be. They were found to be either cost prohibitive or the size of the footprint was not adequate to serve the community.

It was noted that there is a very strong interest from other populations. The chances of a donor willing to put their name on the building and fund it are highly unlikely. This has been an issue with the Faculty Senate Committee on Women over the past two years and there is activity within that committee to move this issue forward. The slots allotted for Case employees at the Music Settlement does not provide for infant care or sick childcare, which remains an issue.

It was noted that Cleveland Clinic currently provides back-up emergency child care.

It was suggested that we could move forward with the recommendations without needing to address these issues. Dean Davis felt it would be stronger if it came from Faculty Council than from the dean or as a grass roots proposal. The groundswell needs to come from Faculty Council and the Faculty Senate. Lending Faculty Council's support to the Faculty Senate committee already addressing this issue could add to its effectiveness and make it a more grassroots and universal way to accomplish it. The request could be addressed to the President, and not to space planning. Another option is to table or postpone it to the June Faculty Council meeting when the

details of the letter could be addressed, and ultimately submit it to someone whose purview is to allocate resources.

A motion was made and seconded to endorse the establishment of daycare at the University for our faculty and trainees. It was clarified that we are not voting on this letter. The SOM number constitutes half the university, making it appropriate to start here. The Dean stated that we need to obtain the assistance of the Provost or President. The Dean is not permitted to spend money unilaterally on something like this.

There being no further discussion, a vote was taken. 36 were in favor, 2 were opposed, and 1 abstained. The motion passes.

Committee on Medical Education Annual Report (submitted by Cliff Packer)

The Annual Report form the Committee on Medical Education was submitted by Cliff Packer for the review and approval of Faculty Council. A motion as made and seconded to accept the report as submitted. There being no further discussion, a vote was taken. 32 were in favor, 1 was opposed, and 5 abstained. The motion passes.

Committee on Budget, Finance, and Compensation Annual Report (Mendel Singer)

In order to best use the allotted time, Dr. Singer stated that he would provide a summary presentation of the annual report. The full annual report slides were sent in advance to Faculty Council members for their review.

The Committee on Budget, Finance, and Compensation is comprised of seven members and three ex-officio members: Matthias Buck, Edward Greenfield, Lynn Kam, William Merrick, Marvin Nieman, William Schilling, Mendel Singer (Chair), Matthew Lester (ex-officio), Jeff Collier (Basic Science Chair -- ex-officio), and Mitchell Machtay (Clinical Science Chair – ex-officio).

Over the past academic year, this committee has reviewed and provided input and advice to the administration, Faculty Council, and faculty on quarterly financials, faculty salary vs. AAMC, the SOM 3-Year Plan, the SOM debt payment proposal and challenges, a proposal for smoothing out the impact of the UBC Plan, and the Council of Basic Science Chairs' proposal on salary.

Faculty salary continues to be an ongoing issue. Obtaining numbers from the AAMC is a very complicated process (differing from institution to institution, tenured vs. NTT, and departments that do not match perfectly within the AAMC. The Basic Science Chairs' proposal on salary was recommended by the CBFC as a whole and will be the focus of the next meeting. We have a commitment from the Basic Science Chairs committee members that they will meet in June. The CBFC particularly wants to express their appreciation to Matthew Lester for providing the CBFC with extensive data for both standard and custom requests.

The \$750 tuition share is based on prefix of course registration. A cross-listed course means no tuition transfer. Tuition sharing is also applied to dual degree students. The university recognizes only one home program. The Provost and CFO recently said that the \$750/credit hour supersedes prior agreements. This is wreaking havoc with programs where finances and home program status were linked. New agreements are possible, but need to be negotiated. The SOM picked up the negative impact loss for this year. The dual degree programs are a mess and complicated at the moment and we trying to work it through. The ad hoc committee proposed to phase in the impact over FY20-FY21. FY20: Coverage of 45% of net graduate tuition sharing

impact, while FY 21 would cover 22.5%. This provides time for the departments to adapt. If you own a course, you cannot unilaterally eliminate the cross listing. Other people are needed to agree. However, you can, require permission to register and then inform them that they have to sign up for our section.

The original request was for CWRU to cover \$21M in SOM deficits over three years due to large loss of revenues as a result of the UH Re-Affiliation. We are now expecting a total of \$18.5M in deficits over four years, and then we will break even.

A shortfall exists between the actual cost of the HEC building and fundraising. CWRU, and not the SOM, will pay the first \$50 million over a five-year period. This will be our full limit on our cost of the HEC and the projected overhead costs for the SOM are deemed to be within budget. Cleveland Clinic will be responsible for the remainder.

The medical school has a large internal debt to the university and is being pressured to increase the \$12.5 million annual payment of the internal loan. The annual payments are now higher than the \$12.5 million annual payment and are keeping pace with the debt. There are many different pieces of debt that comprise it and a balloon payment will be due in 4-5 years for which the university has already set money aside.

There is a demand for the vacated Robbins space. UH appears to be buying 50% of the Wolstein Building. However, which particular space, and who will need to relocate, is currently under negotiations. The future of the Pathology Building is still uncertain at this time. The renovations to the Robbins Building, after relocating those going to the HEC, is likely to be in the tens of millions of dollars. It has not yet been determined how these renovations will be funded.

In the future, the CBFC hopes to have more committee interaction with chairs and Faculty Council. A framework is currently being developed for a better way to review financials, and a better way to assess how the school is doing and identifying trends of concern. We will determine what data we actually need longitudinally, and what issues we need to focus on. The first annual town hall meeting of the CBFC, to report to faculty at large, is scheduled for Monday, November 25, at 4:00PM. This does not conflict with the Faculty Council meeting and the hope is to get feedback from faculty, share information and provide an opportunity to dispel some myths.

It is important that we be educated about the financial roles of the school within the financial scope of the university. A suggestion was made that Matthew Lester would be someone who could provide this information as to where we fit into the budget of the university. While, the university budget for Arts and Sciences is \$50 million, the SOM's budget is \$500 million. This perspective is sometimes lost.

The question was posed to Dr. Singer as to the relationship between Cleveland Clinic and the Lerner College of Medicine and if there is, in fact, a significant amount of money at stake for the Clinic why is there no member from the Clinic on the CBFC. His reply was that no one from the Clinic had run for the committee. While they do not have a fixed membership from specific institutions making representation more inclusive, anyone can submit a statement of interest and be placed on the ballot.

A motion was made and seconded to accept the annual report from the Committee on Budget, Finance and Compensation as presented. There no being further discussion, a vote was taken. 33 were in favor, 1 was opposed, and 5 abstained. The motion passes.

Continuation of the Discussion of Bylaws Recommendation on the Petition (Danny Manor and Darin Croft)

Of the three proposed amendments, the second is straightforward, basically addressing the composition of the Faculty Council Steering Committee. While the number of members has not changed (one from each constituency) there is equal representation of each institution in the Faculty Council Steering Committee. We are all equal in what we are in terms of faculty. While faculty from different institutions may have a different agenda, the idea is that the Faculty Council should deal only with issues that are of interest to the entire body of faculty. To that purpose representation should be equal among the Faculty Council Steering Committee. This amendment imposes a term limit for service to the Faculty Council Steering Committee with the idea of basically limiting or eliminating the notion of repetitive service in these committees.

It could, however, restrict the maximum pool of candidates. A larger pool is always better allowing faculty more choices to choose the best candidate for the job. The goal is to increase diversity and allow fresh perspectives. These goals can be achieved by existing mechanisms. There currently is a mechanism in the bylaws whereby if a significant deficit from a single affiliate is perceived, the chair can be requested to appoint a person to the Faculty Council Steering Committee.

However, term limits does not seem to be an issue since there were five candidates for six slots. We need to cast a wider net to encourage people to serve and assure that all institutions nominate one candidate for both the Faculty Council Steering Committee and the Faculty Council Chair-Elect. The current roster for the Faculty Council Steering Committee represents all affiliates. The Steering Committee is empowered to make decisions for Faculty Council between meetings.

It was noted that the language of the amendment needs to be carefully examined as it is very vague and does not specify participation. The change in the language will guarantee that each institution be represented, strengthening the engagement of that institution going forward. Presently, the language, as engineered, does not provide sufficient impetus for participation.

When asked about the status of the motion to raise the number of VA representatives on Faculty Council, the Council was informed that it is currently with the Bylaws Committee and will hopefully be available for a vote at the June Faculty Council meeting. Faculty Council passed in principal that the VA could increase their representatives to Faculty Council. This will be analyzed at the June meeting, as long as the Bylaws recommendation is received in time. While there is a sequence to the implementation, every effort will be made to push this along as it is recognized that the VA is anxious to participate.

The third proposed amendment deals with the composition of the NEC. Again, it is important to have representatives from each institution in order to get an equal number of candidates.

We need to do better for women and under-represented minorities by changing the language to ensure their participation. Women are still so far behind. Simply putting the language into the bylaws is the easiest and simplest way to ensure that it happens. Sometimes capitalizing on a minority voice does not necessarily mean it is heard unless there are specific mechanisms outlining exactly how that voice will be heard.

Due to Faculty Council's very ambitious agenda, which includes a vote on the senate model for faculty representation to Faculty Council, a motion was made to table this discussion on proposal 2 until the June Faculty Council meeting. It was noted that according to Robert's Rules postponing a motion is debatable.

A motion was made and seconded to postpone the discussion on proposal 2 until the June Faculty Council meeting. There being no further discussion, a vote was taken. 18 were in favor, 22 were opposed, and 1 abstained. The motion does not pass which means we will vote on the original proposal 2 and can continue discussion.

A motion was then made and seconded to approve the motion to adopt proposal 2 amendment to the bylaws. There being no further discussion, a vote was taken. 17 were in favor, 23 were opposed, and 1 abstained. The motion does not pass.

The ballots from the recent election (both e-mail and paper) were tallied. The results are as follows:

Robert Bonomo and Shu Chen were write-in candidates for the Faculty Council Steering Committee. A motion was made and seconded to vote for either Robert Bonomo, Shu Chen, or to abstain. There being no further discussion, a vote was taken. 24 were in favor of Robert Bonomo, 9 were in favor of Shu Chen, and 5 abstained. Dr. Bonomo is elected as a member of the Faculty Council Steering Committee.

Chair-Elect of Faculty Council

Jennifer McBride – 22 votes

Jo Ann Wise – 20 votes

Jennifer McBride is elected Chair-Elect of Faculty Council

Faculty Council Steering Committee Members

Jo Ann Wise – 35 votes

Allyson Kozak – 32 votes

Monica Gerrek – 33 votes

Maureen McEnery – 34 votes

Robert Bonomo – 24 votes (Write-in Candidate)

The Nominating Committee

Maureen McEnery – 32 votes

Since the time for adjournment arrived, Dr. Chakrapani adjourned the meeting at 5:32PM.

Respectfully submitted,

Joyce Helton

Meeting of the School of Medicine Faculty Council

May 20, 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



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Faculty Council Meeting Agenda

4.00-4.05	Chair Announcements (including a request for nominations from the floor for the Faculty Council election).
4.05-4.07	Approval of Minutes from April 15 th , 2019 meeting
4.07-4.10	Steering Committee Activities Report (Gary Clark)
4.10-4.13	Admission Committee (Submitted by Todd Otteson)
4.13-4.16	Committee on Students (Submitted by Susan Padrino)
4.16-4.20	Faculty Senate Activities (Danny Manor)
4.20-4.25	Discussion of Daycare Letter (Bill Merrick)
4.25-4.28	Committee on Medical Education (submitted by Cliff Packer)
4.28 -4.40	Committee on Budget, Finance, and Compensation (Mendel Singer)
4.40-4.50	Continuation of the Discussion of Bylaws Recommendation on the Petition
4.50-5.20	Discussion on Faculty Council Structure and Representation
5.20-5.30	Vote on the Senate Model

New Business

Adjourn



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Chair Announcements

- Request for nominations from the floor



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Chair Announcements

- Nominations and Election Committee Chair Dr. Eli Bar has resigned.
- Request from the President regarding nominations for the Advisory Committee for Dean Search.
- Third meeting of the SOM Faculty with the Dean on May 29th, at 4.00 PM in E-401



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Approval of April 15th meeting minutes.



SCHOOL OF MEDICINE

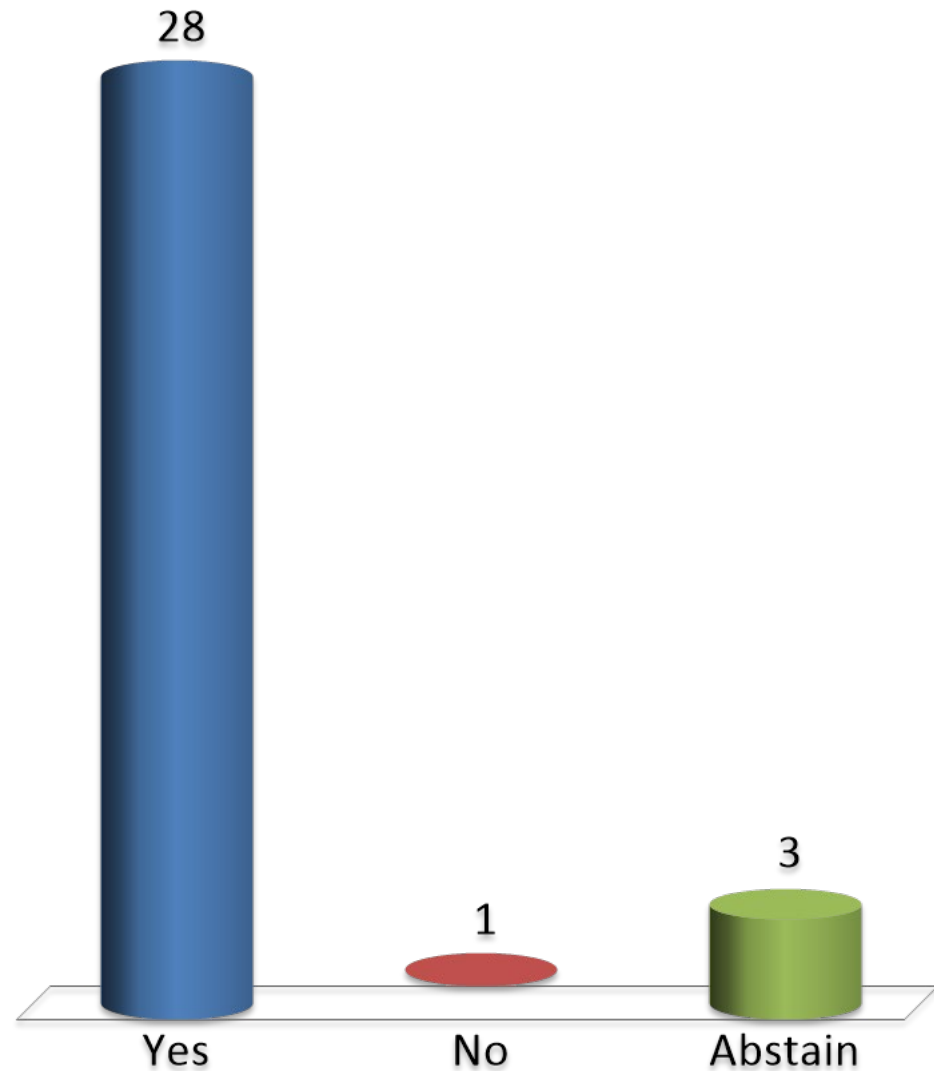
CASE WESTERN RESERVE
UNIVERSITY

Do you approve Minutes from the April 15th meeting?

A. Yes

B. No

C. Abstain



Steering Committee Activities Report

Meeting Date: May 6, 2019

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

- Discussed Standing Committee Annual Reports.
- Discussed and approved candidates for MD degree.
- Reviewed SOM CAPT recommendations for equity. These included faculty packets for promotion and tenure.
- Provided advice to the Dean on Emeritus appointments.
- Provided advice to the Dean on Chair appointments.



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Annual Report from the Admissions Committee **(Submitted by Todd Otteson)**

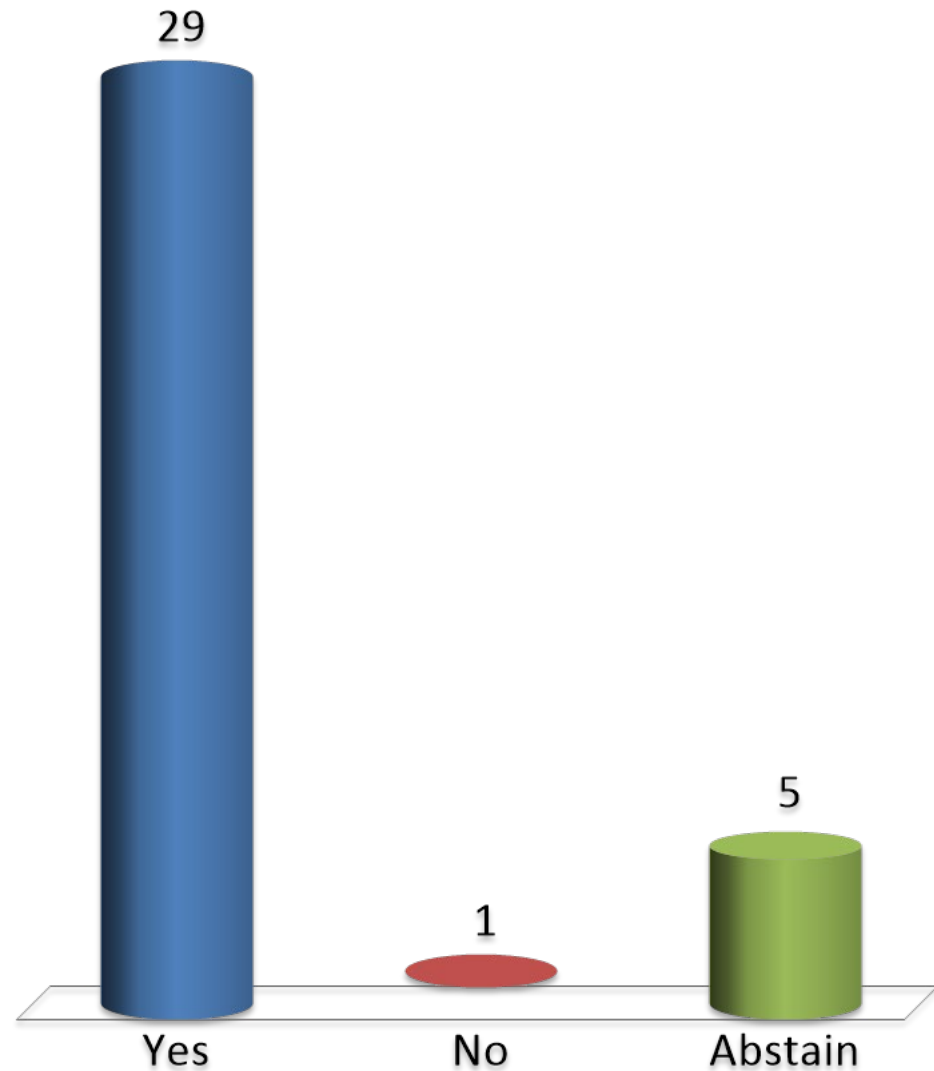


SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Do you accept the annual report from the Admissions Committee

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



Annual Report from the Committee on Students (Submitted by Susan Padrino)

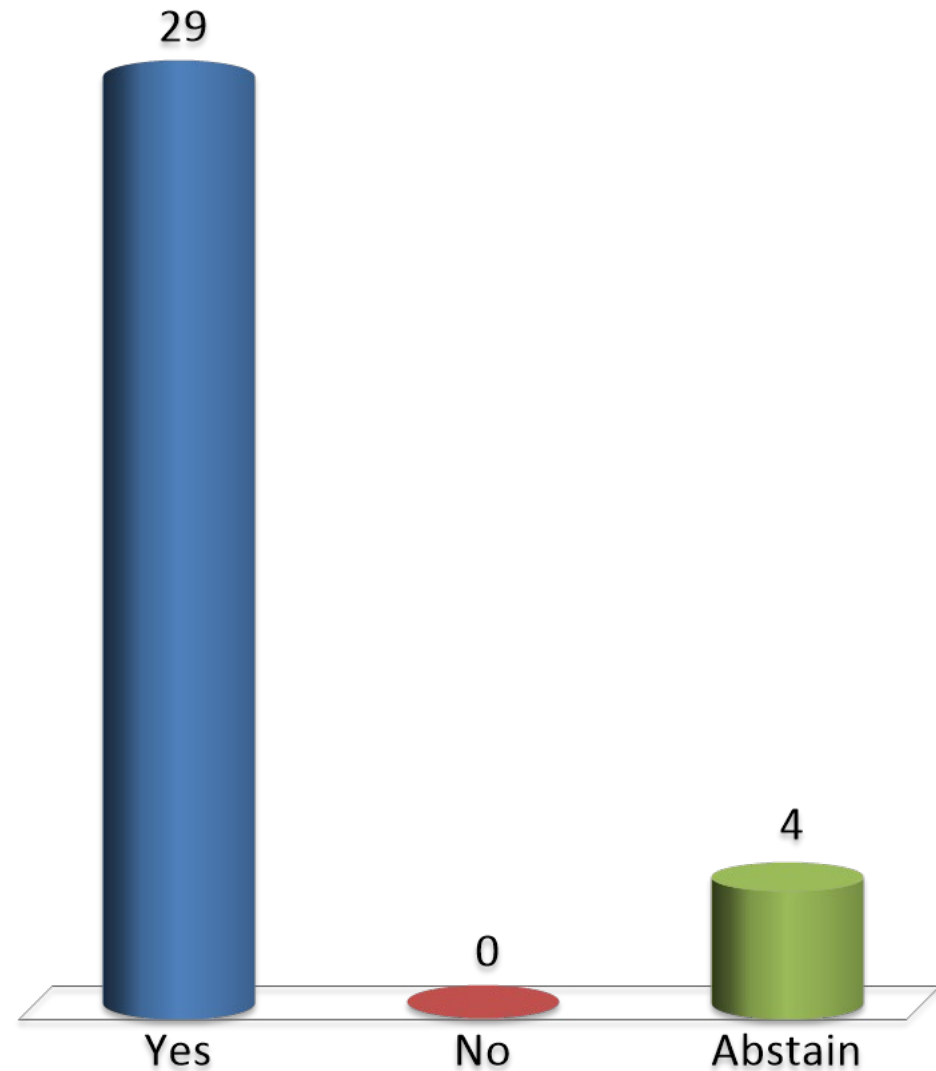


SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Do you accept the annual report from the Committee on Students

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



Report on Faculty Senate activities (Danny Manor)



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

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



SCHOOL OF MEDICINE

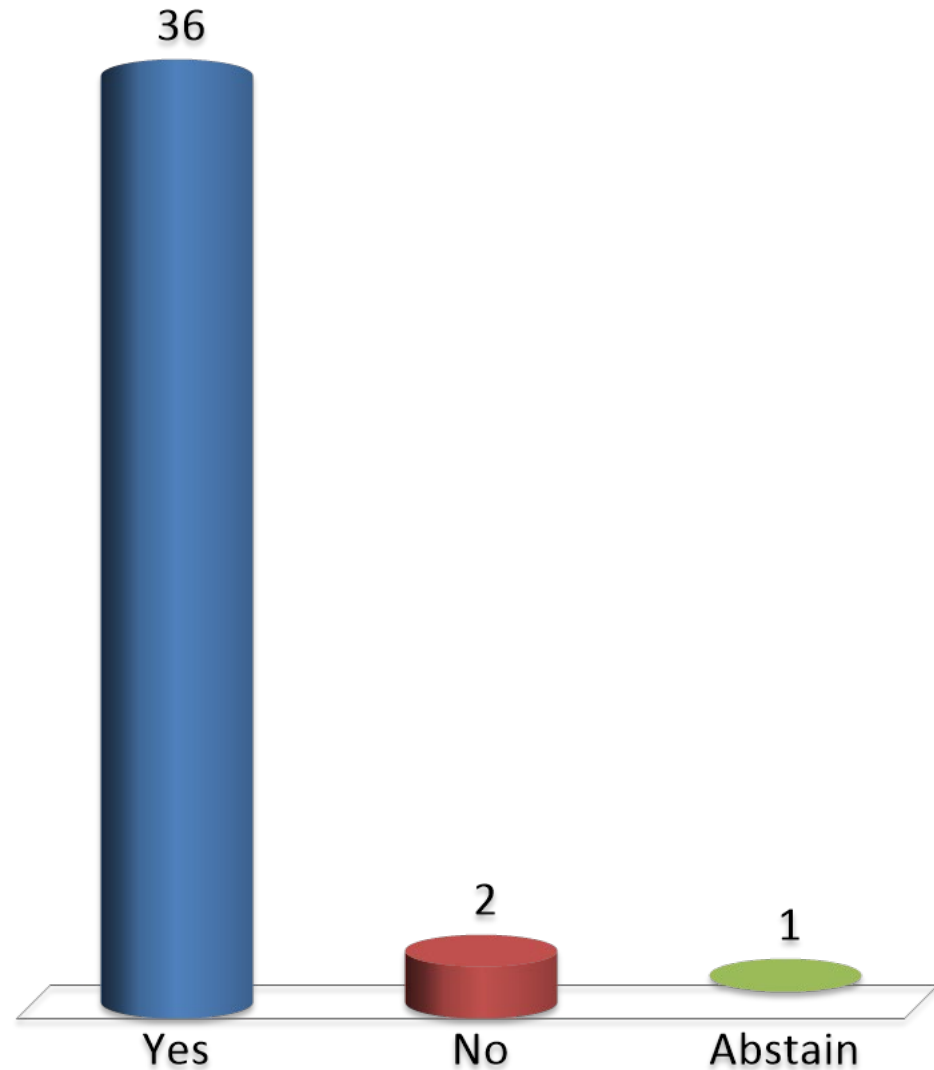
CASE WESTERN RESERVE
UNIVERSITY

Do you approve the motion to endorse the establishment of Daycare at the University

A. Yes

B. No

C. Abstain



Annual Report from the Committee on Medical Education (Submitted by Cliff Packer)

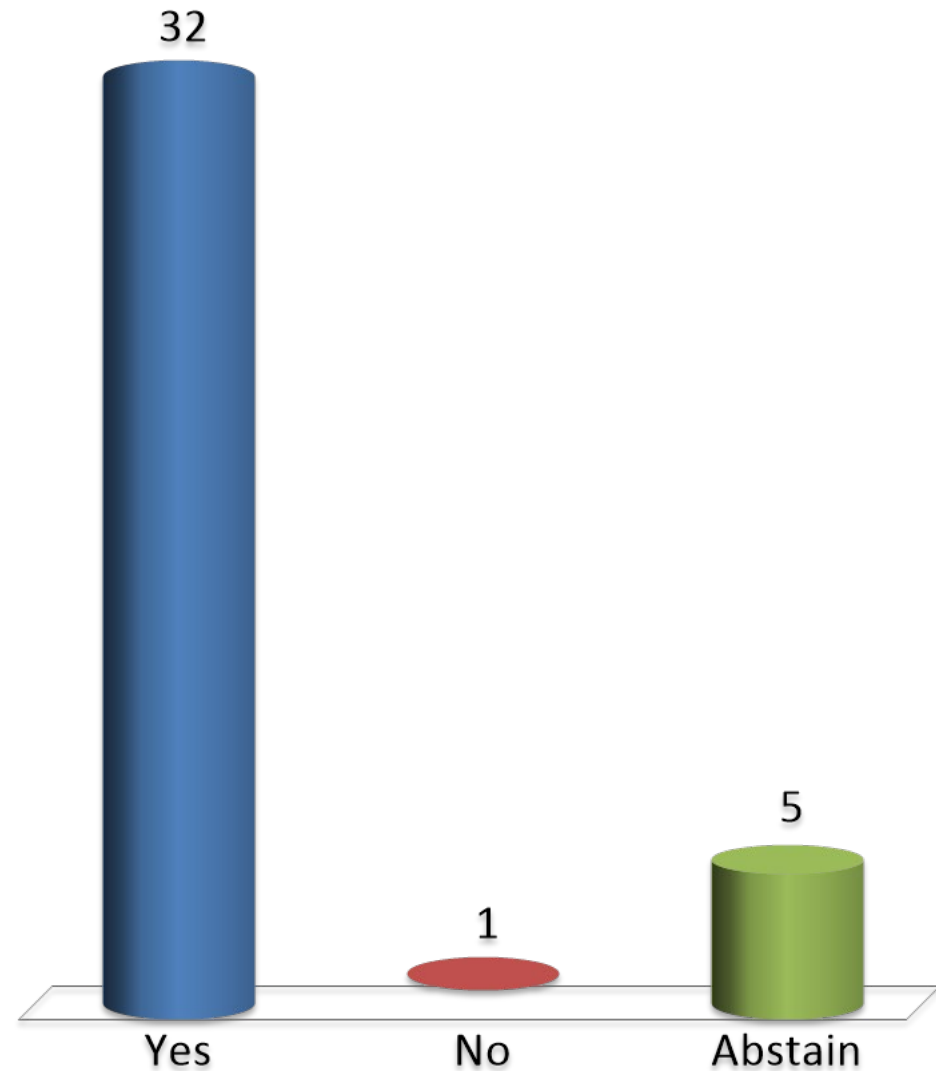


SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Do you accept the annual report from the Committee on Medical Education

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



Annual Report from the Committee on Budget, Finance, and Compensation (Mendel Singer)



SCHOOL OF MEDICINE

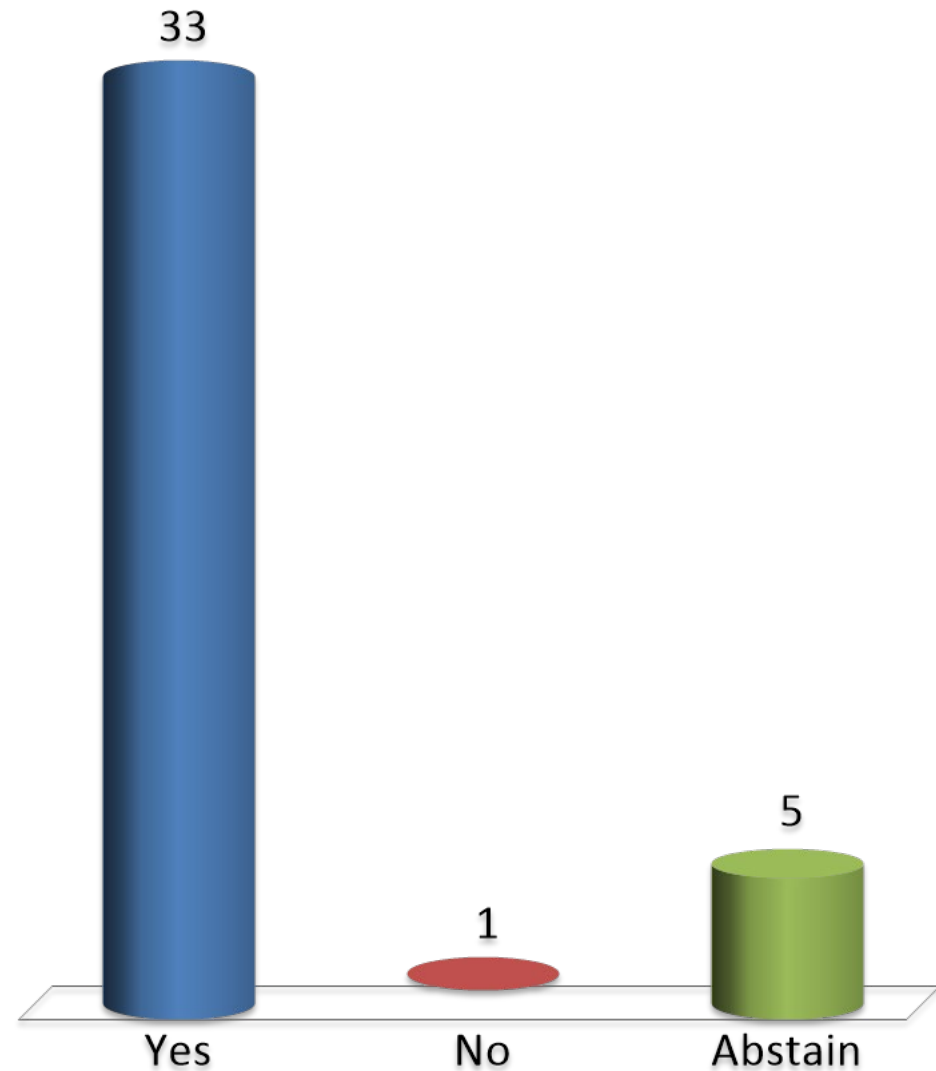
CASE WESTERN RESERVE
UNIVERSITY

Do you accept the annual report from the Committee on Budget, Finance, and Compensation

A. Yes

B. No

C. Abstain



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



SCHOOL OF MEDICINE

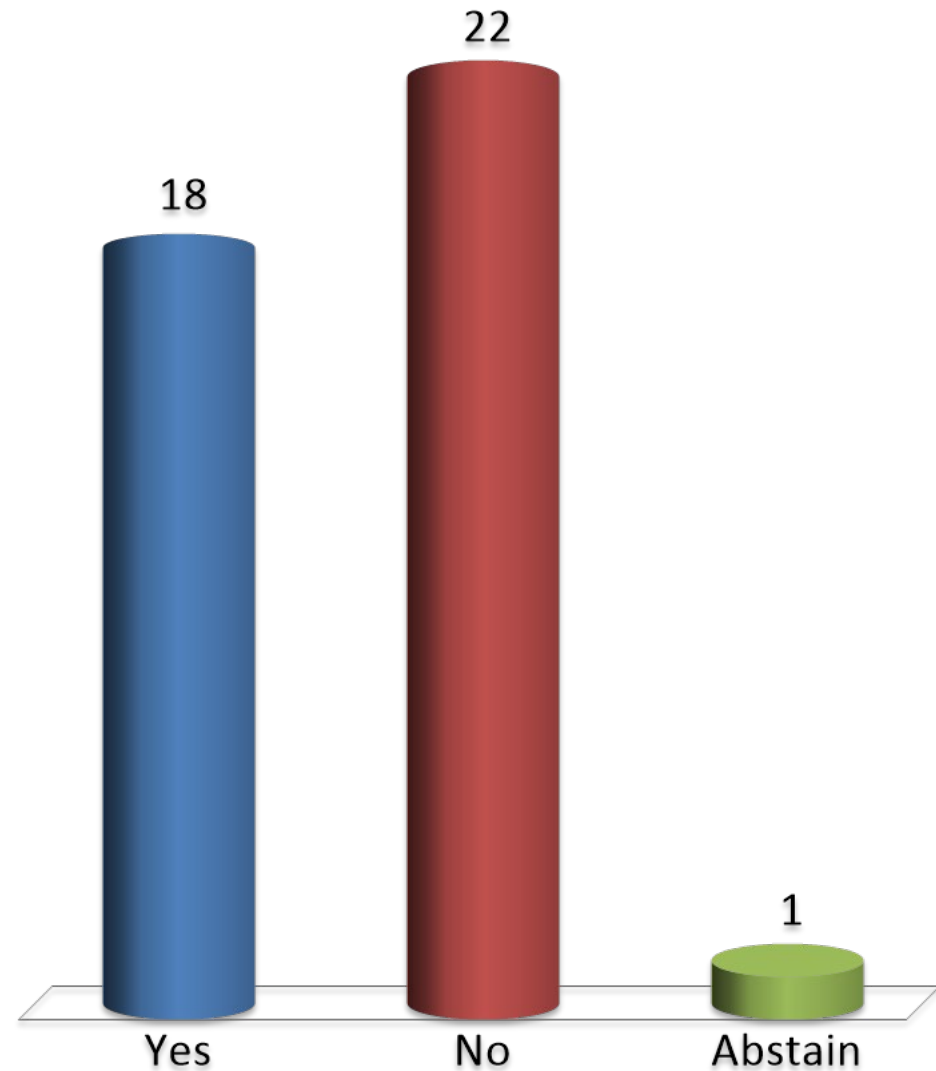
CASE WESTERN RESERVE
UNIVERSITY

Do you approve the motion to postpone discussion
of proposal 2 to the June meeting

A. Yes

B. No

C. Abstain

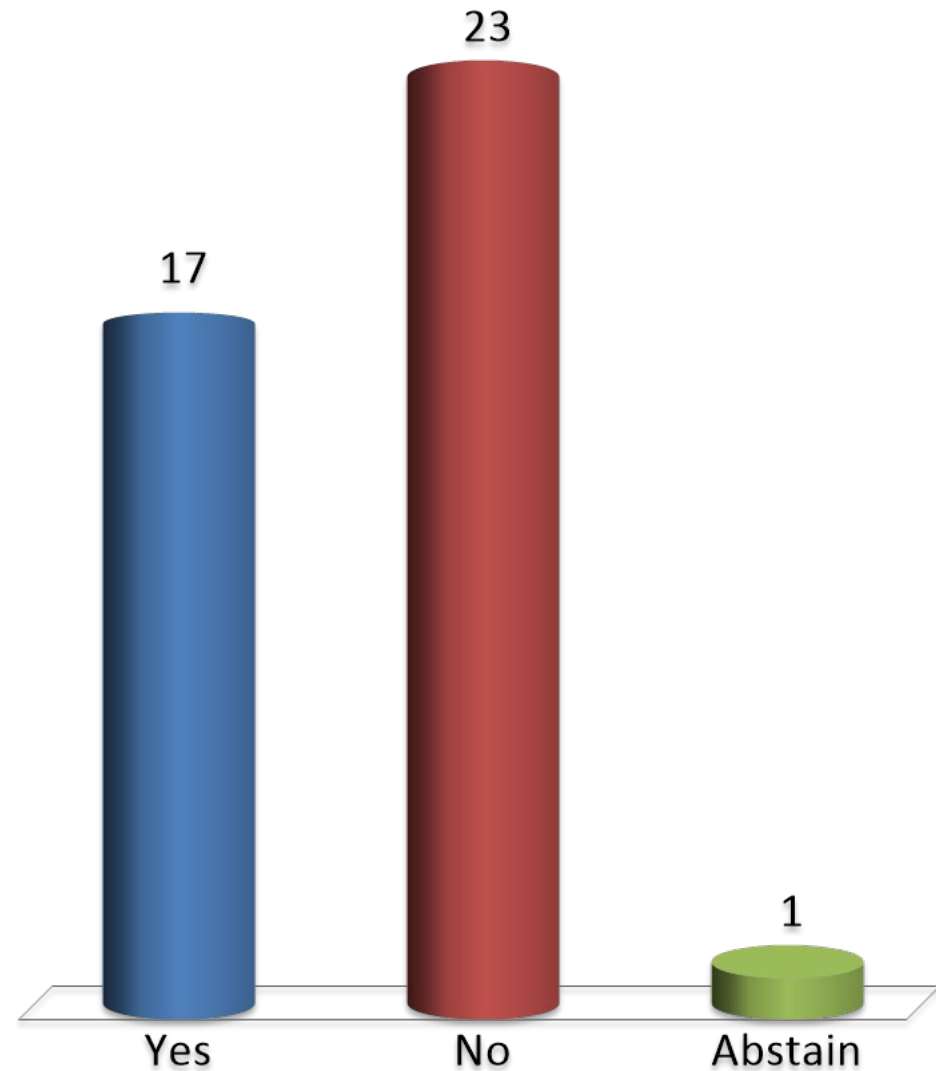


Do you approve the motion to adopt proposal 2

A. Yes

B. No

C. Abstain

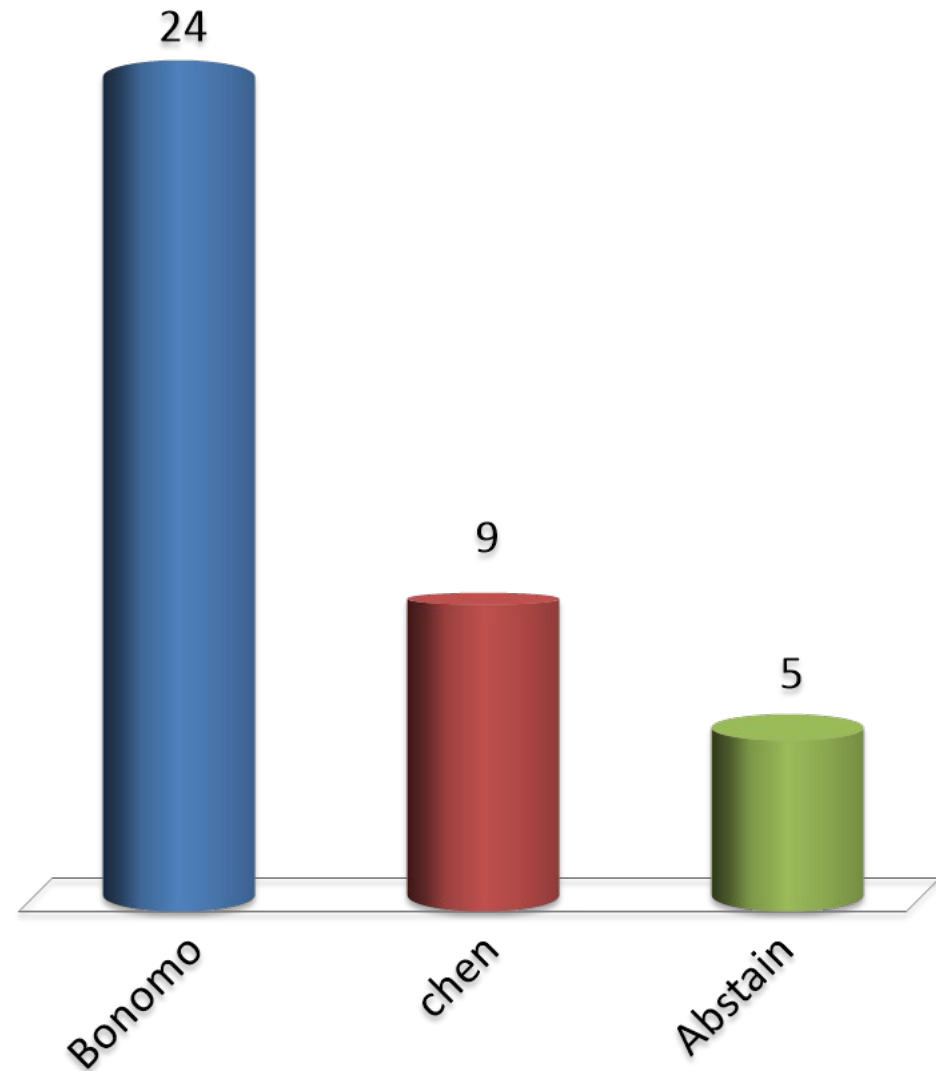


Please vote for

A. Bonomo

B. chen

C. Abstain



Discussion on Faculty Council Structure and Representation



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Motion to approve the Senate Model



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

New Business



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Faculty Council Meeting
Draft 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	Nimitt 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. 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.

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

4 5 **Faculty Council Steering Committee Update (Gary Clark)**

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

12
13 When Dr. Chakrapani was asked for the status on the vote to permit remote status and voting,
14 she informed the council that it has been forwarded to the Bylaws Committee and they are
15 meeting this month.

16 17 **Bylaws Presentation Amendments to Article 4 (Darin Croft)**

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

21
22 A motion was made and seconded to approve the changes as indicated to 4.2a-c. There being no
23 further discussion a vote was taken. 32 were in favor, 0 were opposed, and 1 abstained. The
24 motion passes.

25
26 The changes that were made to 4.2d were made as clarifications for making the document
27 compatible with the faculty handbook. The following text was added as the second sentence “If
28 a department chair does not support a faculty member for promotion and/or tenure, the faculty
29 member may self-nominate.” “Self-initiated” was changed to “self-nomination for”. The self-
30 nomination was the product of a previous 5-year review. This was changed in the bylaws and
31 then was added. The sentence “If the DCAPT does not recommend in favor of the promotion, a
32 faculty member may self-initiate, as described in the Faculty Handbook (Chapter 3, Article 1,
33 Section I, Initiation of Recommendations).” was added.

34
35 There have been specific examples where a faculty member at the CAPT proposed and submitted
36 his own application for promotion to full professor despite a negative report form his own chair,
37 and was actually promoted by the CAPT. This text was carefully reviewed and made to be
38 compatible with the faculty handbook.

39
40 A motion was made and seconded to approve these changes to bylaws Article 4.2d. There being
41 no further discussion, a vote was taken. 32 were in favor, 1 was opposed, and 2 abstained. The
42 motion passes.

43 44 **Discussion of Faculty-Proposed Amendments Petition to Amend the SOM Bylaws (Danny** 45 **Manor) and the Recommendation from the Bylaws Committee (Darin Croft)**

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

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

7
8 So as not to limit options, faculty shall remain eligible to be elected as chair for up to three years
9 after their term on Faculty Council has ended.

10
11 The Bylaws Committee did not recommend that Faculty Council adopt proposal 1 since it
12 provides a marginal benefit. Bylaws Committee stated that diverse institutional representation
13 has been, and can continue to be, achieved without proscription of the institutional affiliation of
14 Chair-elect. They feel it would substantially restrict the pool of eligible candidates counter to the
15 goals of Faculty Council's earlier actions to expand the pool of candidates for Chair-elect to all
16 members of Faculty Council. Allowing representatives to remain eligible for up to three years
17 after their term has ended conflicts with the fundamental principle of the SOM bylaws that a
18 chair is chosen from among current members.

19
20 An alternative mechanism already exists and will add more candidates to the pool rather than
21 subtract candidates from the pool. The affiliated institutions should each put forward a candidate
22 for Chair-elect. This would increase inclusiveness and diversity while promoting shared
23 governance among faculty at different institutions. To facilitate broader institutional participation
24 within the Faculty Council Steering Committee it was noted that everyone already has the
25 opportunity to be nominated and to serve.

26
27 Robert Bonomo stated that the VA is a very special place, with dedicated and committed faculty
28 that want to participate in this process. The mission at the VA is the same as the mission of the
29 school -- to take care of patients and to provide an academic environment to teach and perform
30 research. However, the way in which the bylaws are written do not provide the VA with a way
31 to come forward and articulate its needs, etc.

32
33 The concept of shared governance, with respect to the role of the university, has long been
34 interpreted as shared governance between the faculty and administration. Many of the proposals
35 are subdividing shared governance along institutional lines. There is no actionable data to
36 suggest any impediment from any institution for running for Chair-elect.

37
38 When referring to the ad hoc committee's graph, Dean Davis noted that all of these faculty
39 members are essentially CWRU faculty. Dr. Kubu stated that in this context it was referring to
40 the basic science departments.

41
42 The VA is organized into Service Units and has not formed CWRU approved departments. In
43 the past, only CWRU departments designated by the President are deemed eligible for a seat on
44 Faculty Council.

45
46 Faculty members from the VA were present at the Faculty Council meeting to speak on behalf of
47 the VA and make sure that their voices were heard in our academic community. There are five
48 stakeholder institutions involved with faculty: UH, SOM (basic science), MHMC, VA, and
49 CCLCM. The VA, in terms of a large presence in medical education, is renowned for

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

6
7 By rotating the chair candidate among the facilities, it was noted that it could actually limit those
8 that could come up for chair. Using the current method, everyone has an opportunity every year.

9
10 Dr. Bonomo indicated that approximately 25 of the VA faculty have expressed an interest in
11 participating in this process and being part of the governance going forward. The VA is now
12 being given an opportunity to participate and by having our name there will be on equal footing
13 with other faculty in other institutions. Dr. Bonomo stated that this is extremely meaningful to
14 the VA.

15
16 The landscape at the VA has changed dramatically since the 1990s with Dr. Altose as the driving
17 force. Having one VA representative, given the size of the institution, is not right.

18
19 A motion was made and seconded to approve the proposed amendment one. There being no
20 further discussion, a vote was taken. 10 were in favor, 26 were opposed, and 2 abstained. The
21 motion does not pass.

22
23 A point of order was made that the charge of the committee on Faculty Representation sunsetted
24 in January 2019. Robert's Rules states that when a committee closes down they provide a report
25 to the overriding body of Faculty Council. The question was raised as to why this committee is
26 presenting again at this time. In answer, it was explained that the rationale behind today's
27 overview is that although the committee sunsetted in January, there is a pending vote from the
28 January meeting on the senate model. In preparation of that May vote, the Faculty Council
29 Steering Committee voted unanimously to add it to the agenda. The chair's decision was then
30 challenged. If the motion passes, it will be taken out of today's agenda; if the motion does not
31 pass, we will leave it in. It was noted that appealing the chair's decision is debatable.

32
33 Dr. Kubu elaborated that this is not a presentation of the ad hoc committee but simply a
34 discussion to help better prepare Faculty Council for the very important vote that occurs next
35 May using several slides to remind the members what the issues are.

36
37 A comment was made that Faculty Council is looking at only one of the options that the report
38 addressed. This deliberative body should take the findings of the committee and make the best
39 judgment of which model to support. We are being asked to vote on only one of the options
40 when we should be discussing all of the findings of the committee and then come to our best
41 decision. While the committee had several models, the motion was made only for the senate
42 model, which is why it is being discussed today. The charge of the ad hoc committee from the
43 October minutes states that it is charged with studying the membership structure of Faculty
44 Council. The committee may be putting the cart before the horse to get one model ahead of
45 others.

46
47 A motion was made to adopt the senate model, following up on a motion that is on the floor that
48 was previously tabled. The comment was made that at this time this would prove to be counter-
49 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.

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

3
4 Dr. Chakrapani read aloud the summary and update that Dr. Bonomo submitted to her prior to
5 his trip. Participating in the Faculty Council meeting via Zoom, Dr. Bonomo explained that he
6 represented faculty who want to be extremely engaged in this process. The VA is in a changing
7 landscape, moving quickly ahead and they want to be part of the faculty that is changing and
8 responding to these changes.

9
10 As far as a precise number of representatives, six is a better number. Representatives would be
11 taken from the following clinical services: Surgery and Surgery sub disciplines; Medicine,
12 Physical Medicine and Rehabilitation, and Spinal Cord Injury; Diagnostic Services (Radiology,
13 Pathology, and Nuclear Medicine), Anesthesia and Pain Service; and Mental Health. How to
14 arrange them best is a minor detail if we can ensure there is balance, equity and fairness.

15
16 The Dean explained that the reason for this kind of consolidation needs to be clarified. There are
17 few departments at the VA. Ordinarily, the process would be to create a department and have
18 them come and present to Faculty Council. Currently, the VA departments go through the UH
19 caps. That is an issue for the VA and we need to separate that from Faculty Council. If a
20 department is created by the President, we are obliged to create a cap. Some departments at the
21 VA are very small, with some having as few as three members. It would not make sense to come
22 through this way. There are groups at the VA that could be grouped together, e.g. surgical
23 specialties. Together they make a reasonable fighting force.

24
25 An amendment could be proposed to the Bylaws Committee allowing the VA service lines to go
26 forward as being represented by Faculty Council. In that way we do not contaminate the
27 discussion with the notion of having to constitute a cap out of three people. Representatives
28 would be taken from the clinical services as previously described.

29
30 Dr. Bonomo affirmed that these six collections of service lines would accurately represent the
31 entire group in the best way possible. The organizational chart needs to be reconsidered so that
32 the VA has its own representatives and is not inherently subservient to the UH system. The VA
33 needs to have a voice and vote on Faculty Council.

34
35 The bylaws state that the current membership of Faculty Council is comprised of voting
36 members. Voting members shall be the representatives of each department. To amend the
37 bylaws, the Bylaws Committee will need specific language for a recommendation to add these
38 six additional representatives from the VA to Faculty Council.

39
40 A motion was made and seconded that Faculty Council will support the addition of six additional
41 representatives from the VA. The language is to be worked out by the Bylaws Committee. We
42 will ask Dr. Bonomo to write out the text. Do you endorse the proposed plan for improving VA
43 representation? There being no further discussion, a vote was taken. 28 were in favor, 3 were
44 opposed, and 1 abstained. The motion passes.

45
46 The Dean can request an additional meeting of Faculty Council, and the Dean made a formal
47 request for the additional meeting to further discuss Faculty Council structure.

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

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

9
10 Everyone was encouraged to attend the meeting with the Dean.

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

14
15 At the May Faculty Council meeting, elections will be held for Faculty Council Steering
16 Committee members, Chair-elect, and Faculty Council representatives that sit on the NEC
17 Committee. A request for nominations will be made. Candidates are permitted to self-
18 nominate. Please watch for this e-mail, or contact Nicole Deming or Sudha Chakrapani.

19
20 There being no further business to address, the meeting was adjourned at 5:42PM.

21
22 Respectfully submitted,

23
24 Joyce Helton

**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 3rd 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 Quershay, 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	
Total Applications	7,556	1,051	14%	
UP Applicants	5,603	972	17%	
UP Interviewees	914	320	35%	
UP Accepts	394	120	30%	

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

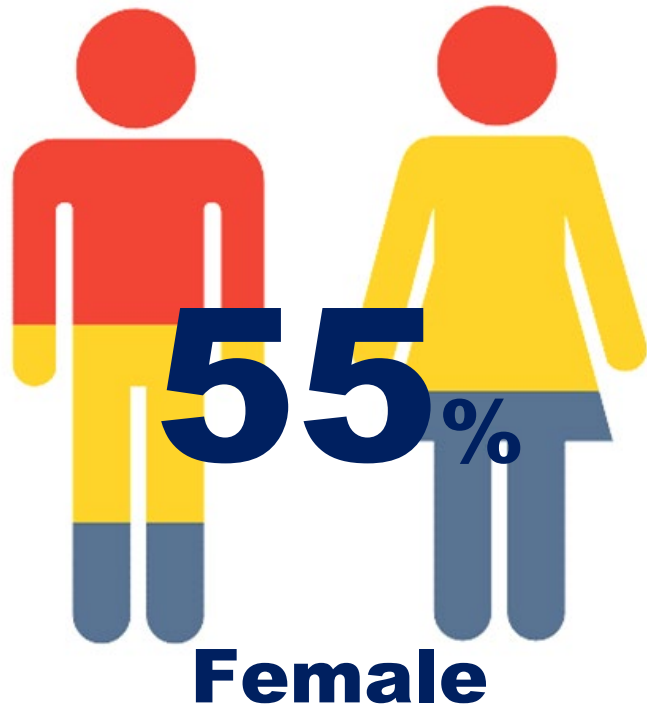
- Applications: 403
- Interviews: 80
- Matriculants: 13



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Demographics



Age Range: 21-41



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Demographics

Race and Ethnicity (215):

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



4



5



6



4



4



4



6



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

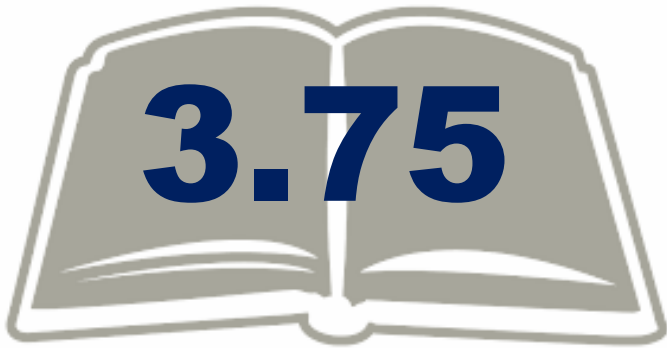
28

Double Majors



SCHOOL OF MEDICINE
CASE WESTERN RESERVE
 UNIVERSITY

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

CASE WESTERN RESERVE
UNIVERSITY

Academic Credentials

MCAT

n= 2

Average: 39.2 (100%)

National Avg. 2015 = 31.4

MCAT²⁰¹⁵

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



188

Research Experience



56

Publications



25

Artistic Endeavors

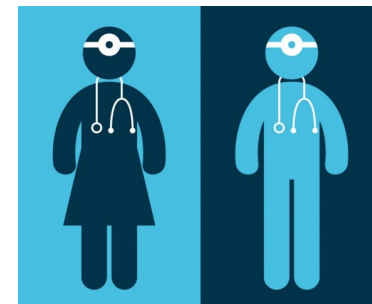


170

Volunteer Medical Experience

88

Paid Medical Experience



180

Physician Shadowing/
Clinical Observation



116

Paid Employment



26

Intercollegiate Athletics

152

Volunteer Experience



122

Teaching/
Tutoring/
Teaching Assistant



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

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

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

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

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

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

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

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

Susanne Wish-Baratz, PhD (2021)
Department of Anatomy – SOM
216/368-6667 sxw195@case.edu

Carla Harwell, M.D. (2023)
Department of Medicine - UH
exh59@case.edu

APPOINTED MEMBERS

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

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

Julian Stelzer, PhD (2023)
Department of Physiology and Biophysics - SOM
216/368-9636 jes199@case.edu

Jaividhya Dasarathy, MBBS (2023)
Department of Family Medicine - MHMC
440/669-3711 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

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 cks3@case.edu

Ex Officio (without vote):

Christian Essman
Director of Admissions
Office of Admissions - SOM T308
216/368-0296 cce3@case.edu

Lina Mehta, M.D.
Associate Dean for Admissions
Office of Admissions - SOM T308
216/368-3450 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

Derek Abbott, M.D., PhD
Co-Director of MSTP
dwa4@case.edu

Agata Exner, PhD
Co-Director of MSTP
aas11@case.edu

Renee Pickel
Admissions Operations Coordinator
216/368-5496
rpx279@case.edu

Tom McKenzie
Assistant Director of Admissions
Txm342@case.edu
216-368-3452

August 2018

**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

Report of the Committee on Medical Education, July 2018 – May 2019

Clifford D. Packer, MD, FACP, Chair

Monthly Reports:

Each month, the following groups report to CME on their activities:

- WR2 Curriculum Committee
- CCLCM Steering Committee
- JCOG (Joint Clinical Oversight Group)
- PEAC (Performance Evaluation and Assessment Committee)

We also hear from:

- The Chair
- The Vice Dean for Education
- The Student Representatives (UP, CP, MSTP)

Major Items for the Year (2018-19)

1). Approval of the GARLA anatomy curriculum, 4/19

- GARLA will replace the current anatomy curriculum with a two-week gross anatomy boot camp, followed by combined work in gross anatomy, radiology, and living anatomy (ultrasound and holographic imaging).

2). Approval of Sciences and Art of Medicine (SAMI), 2/19

- SAMI will replace the current IQ+ program with small group sessions consisting of a patient encounter, followed by a group process of combining clinical and basic science data to produce an integrated illness script.

3). Approval of PEAC report on “WR2 Core Clinical Rotations, Overarching Themes,” 2/19

Five recommendations:

- Standardize clerkship goals and learning objectives
- Resources: “CME will advise the dean and clinical chairs to recommend that clerkship directors receive, at a minimum, 0.2 FTE salary support and protected time in their role as clerkship director, and a minimum of 0.5 FTE of administrative support at each site.”
- Recommend appointment of a clinical assistant dean for VA Hospital rotations
- Standardize student assessment at different sites, including shelf score thresholds and grading criteria
- Address the ongoing problem of insufficient number of student slots at current clerkship sites

- 4). Approval of Acting Internship Task Force recommendations, 10/18
 - Nine recommendations to standardize AIs across the University and College programs
- 5). Approval of 2019-20 MS-I/II and Clinical Rotation Calendars, 10/18
 - Change to a 3-week winter break, to better align the MS-IV elective schedule
 - Addition of the 2-week Anatomy Dissection Boot Camp
- 6). Received the LCME decision letter and are compliant on all 12 standards (10/18). We must report on one element: Diversity for faculty and senior administrative leadership .
 - Next report date: August 2019
 - Next accreditation: 2025
- 7). Approval of PEAC ongoing curriculum reviews
- 8). Establishment of two new CME subcommittees:
 - Subcommittee to revise the CME charge (to be submitted for review in May 2019)
 - Subcommittee on the 4th Year, with special emphasis on interprofessional and University-wide interdisciplinary education (recommendations pending)
- 9). Ongoing discussion of issues related to the pending move to the new Health Education Campus (HEC)
- 10). The CME website has been updated:
<https://case.edu/medicine/faculty-staff/committee-on-medical-education>
 - A list of current CME members is available on the website

Continuous Quality Improvement (CQI)

Each month at least one area of the CQI Dashboard is reviewed and reported. Elements of CQI reviewed by CME so far this academic year include:

- 8.4 Program evaluation – USMLE Step 1 and 2 CK
 - 9.4 Direct observation
 - 9.7 Formative assessment and feedback
 - 9.8 Fair and timely summative assessment
 - 4.5 Faculty professional development
 - 5.4 Satisfaction with adequacy of relaxation space
 - 5.11 Study/lounge space/call rooms
 - 3.5 Learning environment/professionalism
 - 3.6 Student mistreatment
 - 8.3 Curricular design, review, revision, and content monitoring
- Recommendations:

- Annual review of assessment methods
- Implement a system to evaluate elective rotations
- Implement a system to review and revise clerkship session objectives

We also routinely review:

- Student performance on Step Exams
- Post-graduation surveys:
 - from students (UP and CP)
 - training directors (UP and CP)
- Other items and topics as needed

Respectfully submitted,

Clifford D. Packer, MD

Annual Report to Faculty Council
Committee on Budget, Finance and Compensation

Members

- Matthias Buck
- Edward Greenfield
- Lynn Kam
- William Merrick
- Marvin Nieman
- William Schilling
- Mendel Singer, Chair
- Matthew Lester (*ex-officio*)
- Jeff Coller (Basic Science Chair – *ex officio*)
- *Mitchell Machtay (Clinical Science Chair – *ex officio*) – did not attend

Overview

- Reviewed and provided input on the following:
 - Quarterly financials
 - Faculty Salary vs AAMC
 - Need to get more granular – on next year's agenda
 - SOM 3-year plan
 - SOM debt payment proposal and challenges
 - Proposal for smoothing out impact of UBC plan (recommended)
 - Council of Basic Science Chairs Proposal on Salary (recommended)
- Special thanks to Matthew Lester for providing so much data, standard and custom requests!

Implementation of UBC Proposal

- Year 1 of Phased-In Implementation of UBC Proposal
 - Master's/Professional students taking courses in different school: \$750/credit hour tuition transfer (to be adjusted yearly?)
 - 15% undergraduate advising fee – Biochemistry and Nutrition eligible again
 - Simplification of indirect formula
 - Created Together as a Package - Net Impact Favorable to SOM

\$750/Cr Automatic Tuition Share

- Substantial hit to 4 departments
- SOM covering losses in FY19
 - Gain in undergraduate tuition netted with loss in graduate tuition
- Ad Hoc Comm. Proposal to phase in impact over FY20-FY21
 - FY20: Coverage of 45% of net graduate tuition sharing impact
 - FY21: Coverage of 22.5% of net graduate tuition sharing impact
 - Provides time for departments to adapt
 - Large Concession of Biochemistry and Nutrition (projected \$122K combined for FY20-21)
 - Phasing in recoupment of 15% “advising fee” to help cover SOM \$750/cr tuition share losses
 - Recognizes the 15% “advising fee” only granted as pair with \$750/cr tuition share

Other Concerns about \$750/cr Tuition Share

- \$750 Tuition share based on prefix of course registration
 - Cross-listed course means no tuition transfer
- Dual-Degrees – tuition sharing applied to dual-degree students
 - Provost and CFO recently said that the \$750/cr supersedes prior agreements
 - Wreaking havoc with existing programs where finances and home program status were linked
 - Not all schools honoring by adjusting for auto-share
 - New agreements are possible, but need to be negotiated
 - Will require adjusting billing by auto-share, sharing of home program status, or suspension of program

Financial Overview

- Deficit for FY19: \$5.3M FY20: \$2M
 - Expected loss of nearly \$100M in revenue from UH over 5 years
 - Original request was for CWRU to cover \$21M in SOM deficits over 3 years due to large loss of revenue as a result of UH Re-Affiliation
 - Now expecting a total of \$18.5M in deficits over 4 years, then break-even.
- Increase in research funding, F&A
- Growth in Master's programs
 - CWRU prioritizing/supporting new online programs
- Health Education Campus
 - Shortfall between actual cost of building and fundraising
 - CWRU (not SOM) will pay first \$50 million (to be paid over five years)
 - CCF responsible for remainder
 - Projected overhead costs for SOM within budget
 - IT cost assessment very high; alternative proposal with President

Financial Concerns

- Pressure from central to increase current \$12.5 million annual payment of internal loan
- Future of Wolstein
 - UH Appears to be buying 50% - which space, who relocates is in negotiation
- Desire to close Pathology building – perhaps sell to UH
- Renovations to Robbins building after relocation to HEC – How to Pay?
 - Likely tens of millions – not clear debt can be used
 - SOM working on 5 year space plan
 - Nursing not currently planning on “leasing” space from SOM for research faculty not moving to HEC, but plans not finalized yet.
 - Lots of moving parts, lots to be determined.

Planned for May/June 2019

- Review of granular data relating to decrease in SOM faculty count over last 10 years
- Review of clinical department salary metrics
- Discussion of implementation of basic science chairs' proposal regarding various parameters of merit and incentive pay.
 - Some flexibility in use of merit vs. incentive pay
 - Cap on incentive as % of overall compensation (trigger salary review)
 - Cap on maximum decrease in incentive pay
 - Require 1 year at-risk warning before decrease in incentive pay

Planned for 2019-2020

- More interaction with chairs to increase communication
- Report to Faculty Council during year on larger issues
- Developing framework for better review of financials
 - Refining metrics and benchmarks
 - More public sharing of key financial information in accessible format
- Revisit Faculty Compensation
 - More granularity (e.g finer breakdowns of AAMC data)
 - Other methods for comparison, charting trends in CWRU
- Review salary adjustments due to equity or disparity with peers
- 1st Annual town hall – Committee of Faculty Reporting to Faculty
 - November 2019
 - Share info, get feedback, clear up misunderstandings

Thank You!!

Recommendations of the Bylaws Committee

Faculty-Proposed Amendments and Subsequent Modifications

Elected members

Darin Croft, Ph.D. (Dept. of Anatomy), Chair

Piet de Boer, Ph.D. (Dept. of Molecular Biology & Microbiology)

Peter Harte, Ph.D. (Dept. of Genetics & Genome Sciences)

Irving Hirsch, M.D. (Dept. of Anesthesiology, University Hospitals)

Maureen McEnery, Ph.D. (Dept. of Neurology, University Hospitals)

Jonathan Miller, M.D. (Dept. of Neurological Surgery, University Hospitals)

Ex officio member

Nicole Deming, J.D. (Assistant Dean, Faculty Affairs & Human Resources)

Guiding Principle:

Any proposed amendment, especially those that impose restrictions on the democratic process, must hold the promise of significant benefit.

Proposal 1

Original:

Amend Article 3:5 describing the “Officers of the Faculty Council” to state “the chair-elect of the Faculty Council shall be elected from basic sciences, clinical sciences from UH, clinical sciences from the VA, clinical sciences from MetroHealth, and basic/clinical sciences from CC, on an annual rotating basis”.

Revised:

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.

Proposal 1

Bylaws Committee Recommendation:

We do not recommend that Faculty Council representatives adopt Proposal 1.

1. Marginal Benefit: Diverse institutional representation has been and can continue to be achieved without prescribing the institutional affiliation of chair-elect.

Affiliations of Faculty Council chairs.

	2000-2019		2004-2019	
Affiliation	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%
TOTAL	20	100%	16	100%

Proposal 1

2. Substantially restricts pool of eligible candidates: runs counter to the goals of Faculty Council's earlier actions to expand pool of candidates for chair-elect to all members of Faculty Council.
3. Incompatible with current Bylaws: 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

e.g., 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)
4. Alternative mechanism exists: add more candidates to the pool rather than subtract candidates from the pool: each affiliated institution should take the initiative to *put forward a candidate for chair-elect each election cycle*
 - increase inclusiveness and diversity while promoting shared governance among faculty at different institutions.
 - facilitate broader institutional participation in the Steering Committee (Proposal 2)

Proposal 2

Original:

Amend Article 3:6.a. to state “faculty shall have a two-term lifetime limit to serving on the faculty council steering committee, with the exception of faculty council chairs who shall have a 3-term lifetime limit”.

Revised:

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.

Proposal 2

Bylaws Committee Recommendation:

We do not recommend that Faculty Council representatives adopt Proposal 2.

1. Benefit unclear, as goals can be achieved by existing mechanisms (as described for Proposal 1):

“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)

- having at least one candidate for chair-elect from each institution would result in institutional diversity on the Steering Committee.
- additionally, deficiencies can be addressed:

“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)

Proposal 2

2. No clear justification for proposed term limits: only six of 65 individuals who have served on the Steering Committee since 2001 served more than three years

Total number of years served by Faculty Council representatives since 2001

Years of service	Number of Individuals	% of total
> 3 yrs.	6	9%
≤ 3 yrs.	59	91%
TOTAL	65	100%

* No data for AY 2003-04, 2009-10, 2010-11

- current mechanisms for limiting service are sufficient:

“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

Original:

Amend Article 3:6.b. describing the Nominating and Election Committee of faculty council to include equal representation from all CWRU SOM institutions (basic sciences from SOM, clinical sciences from UH, clinical sciences from the VA, clinical sciences from MetroHealth, and basic/clinical sciences from CC).

Revised:

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.

Proposal 3

Bylaws Committee Recommendation:

We recommend that Faculty Council representatives adopt a modified version of Proposal 3.

1. Clear benefit: Having all five institutions represented on the Nomination and Election Committee (NEC) should facilitate identifying qualified candidates from the largest possible pool
2. Proposal is not practical:
 - undue burden on institutions with few Faculty Council representatives
 - important to include Faculty Council chair and vice-chair
3. Alternate proposal:
 - one non-Faculty Council representative from each institution (as in Proposal 3)
 - Faculty Council chair and vice-chair (as in current SOM Bylaws)
 - three Faculty Council members, at least two from basic science departments (similar to stipulations in current SOM Bylaws)

Proposal 3

Current and proposed composition of the Nominations and Election Committee

	Current Bylaws	Proposal 3	Bylaws Committee Recommendation
Administration	Dean	Dean	Dean
Faculty Council members	2 clinical, 2 pre-clinical (=4)	1 from each institution (=5)	3, at least 2 from basic science depts.
Non-Faculty Council 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
Total	11	11	11

Proposal 3

- potential language:

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 for Steering Committee, an additional member can be appointed

“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)

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.

Representatives:	Current Bylaws	Proposal 3	Bylaws Proposal
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
Total	11	11	11

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, UHMC, 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).

	2000-2019		2004-2019	
Affiliation	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%
TOTAL	20	100%	16	100%

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%
TOTAL	65	100%