

**Faculty Council Meeting
Meeting Minutes**
Monday, May 17, 2021
4:00-5:30PM – ZOOM Meeting

4:00-4:05PM	Welcome and Chair Announcements	Jennifer McBride
4:05-4:10PM	Faculty Council Steering Committee Report of Activities	Nicole Ward
4:10-4:15PM	Approval of the April 19 Faculty Council Meeting Minutes	Jennifer McBride
4:15-4:25PM	Committee Elections	Jennifer McBride
4:25-4:55PM	Standing Committee Reports <ul style="list-style-type: none"> o Committee on Admissions o Committee on Bylaws o Committee on Budget, Finance and Compensation 	Todd Otteson Darin Croft Agata Exner
4:55-5:05PM	Update on the Ad hoc Professionalism Committee	Todd Otteson
5:05-5:15PM	Plan A Letter to President, Provost, and CFO	Matthias Buck
5:15-5:25PM	Faculty Council Senate Report	Alan Levine
5:25-5:30PM	New Business	
5:30PM	Adjourn	

Members Present

Corinne Bazella	Robert Geertman	Jennifer McBride
Robert Bonomo	Thomas Gerken	Maureen McEnery
Matthias Buck	Monica Gerrek	George Ochenjele
Bryan Carroll	Stan Gerson	Arne Rietsch
Cathleen Carlin	Peter Harte	Elie Anthony Saade
Jae-Sung Cho	Anna Maria Hibbs	Ashleigh Schaffer
Gary Clark	Amy Hise	Hemalatha Senthilkumar
Darin Croft	Alex Huang	Sarah Tehranisa
Piet de Boer	Darrell Hulisz	Daniel Tisch
Philipp Dines	Beata Jastrzebska	Satish Viswanath
Katherine DiSano	David Katz	Susan Wang
William Dupps	Vinod Labhasetwar	Nicole Ward
Todd Emch	Maria Cecilia Lansang	James Wilson
Judith French	Danny Manor	Jo Ann Wise

Members Absent

Brian D'Anza	Lia Logio	Linda Dalal Shiber
Melissa Bonner	Peter MacFarlane	Daniel Sweeney
Scott Cowen	Sam Mesiano	Patricia Taylor
Jeffrey Hopcian	Ameya Nayate	Carlos Trombetta
Ankur Kalra	Clifford Packer	Heather Vallier
Laura Kreiner	Nimitt Patel	Allison Vidimos
Varun Kshetry	Matthew Pleshinger	Jamie Wood
Suet Kam Lam	Abhishek Ray	

Others Present

Mark Chance	Joyce Helton	Alan Levine
Nicole Deming	Cynthia Kubu	Todd Otteson
Agata Exner		

Chair Announcements

Jennifer McBride, Chair of Faculty Council, called the meeting to order at 4:02PM. She thanked Dean Gerson for his presentation at the May 11 third meeting of the faculty.

Today's agenda highlights: the finalizing of the candidates for Faculty Council, Chair-Elect of Faculty Council, members of the Faculty Council Steering Committee, and Faculty Council representatives to serve on the Nomination and Elections Committee. The NEC has worked diligently to recruit candidates and the statements of interest are available in BOX. At today's meeting, we will be soliciting nominations from the floor for those who would like to self-nominate, or nominate someone else (with their consent).

Faculty Council Steering Committee Report of Activities (Nicole Ward)

Nicole Ward, Chair-elect of Faculty Council, reported that the Steering Committee met on May 3.

The FCSC supported approval of the list of graduates for the class of 2021, listened to a presentation from Dr. Harding on the new faculty information system (FIS) and how it will interact with the FASF, reviewed annual reports from the standing Committees on Bylaws; Budget, Finance and Compensation, and Admissions, as well as an update from the ad hoc Professionalism Committee.

Under new business, Dr. Matthias Buck, a member raised concerns of the FCSC, proposed that the lack of a clear plan to compensate faculty and staff for austerity measures taken during the pandemic that resulted in lost income be discussed under new business. The committee developed and approved the Faculty Council agenda for today's meeting.

Approval of the April 19 Faculty Council Meeting Minutes

A motion was made and seconded to approve the minutes as submitted. There being no further discussion, a vote was taken. 28 were in favor, 1 was opposed, and 2 abstained. The motion passes.

Committee Elections

Darin Croft and Sam Mesiano have submitted statements of interest for Chair-elect of Faculty Council. Statements of interest can be found in the Spring NEC folder under Faculty Council.

Danny Manor, Chair of the Nomination and Elections Committee was asked to summarize the NEC's meeting from last week. He explained that the purpose was to discuss the slate of nominees and candidates for Faculty Council. After discussion, members of the NEC took a vote.

Five vacancies need to be filled on the Steering Committee. When polled for nominations from the floor, Amy Hise was nominated (her consent had already been given). Peter Harte was also nominated from the floor; his consent of nomination must be sent via email to Nicole Deming by Wednesday May 19, at 9:00AM. There were no other nominations from the floor.

Two vacancies for Faculty Council members on the Nomination and Elections Committee need to be filled. When polled for nominations or self-nominations from the floor, Peter Harte was nominated. His consent of nomination must be sent via email to Nicole Deming by Wednesday May 19, at 9:00AM.

There being no other nominations, the chair announced the nominations closed. The NEC will review the ballot and send it out electronically for voting; the ballot will remain open until June 7

Committee on Admissions (Todd Otteson)

The Admissions committee met 12 times during the academic year and reviewed and approved the admissions decisions from the MSTP Steering Committee and the Cleveland Clinic Lerner College of Medicine (CCLCM) subcommittee. The committee was asked to compose a class of 216 (169 from the university program, 32 CCLCM, and 15 for MSTP). The school received 8,830 applications for all of the MD programs, which was an 8% increase (704 applications) from the year prior; an all-time high for us. Applications increased 17% nationally. This year the university program received 7,359 applications, and conducted 923 interviews, with very few cancellations).

Plans for 21-22 are to continue with a virtual interview season next year. The goal is to add more screeners to assist with the increasing number of applications. In April 2021 the Admissions Team was given permission to host limited tours for accepted students in the HEC.

Committee on Budget, Finance and Compensation (Agata Exner)

Agata Exner, Chair of the CBFC, stated that the committee will have five vacancies for the upcoming year.

Dr. Exner stated that despite COVID-19, the SOM continues to do well overall. Analysis of faculty salaries between FY19-20 will be presented to the CBFC at the May 2021 meeting. The 3-5 year strategic plan, as it relates to research, teaching and faculty development, was given.

The committee request more clarity from the CFO and Provost regarding decisions made in response to COVID-19. The response is that 50% of Plan A will be retroactively restored for FY 2021, and fully reinstated for FY 2022.

The CBFC is working on gender disparities and decile benchmarked to AAMC faculty salary averages. No statistically-significant evidence showing a gender pay gap at the SOM was found. The committee's recommendations were presented to the Dean.

A town hall is planned in May-June. Topics for the FY22 include faculty salaries vs. peer institutions, and analysis (if possible) of compensation in regards to URM faculty. Affiliation agreement negotiations will continue to be monitored. Committee is working to determine and better define the meaning of tenure in the CWRU SOM and clinical affiliate faculty, discussion

and clarification of “salary” versus “compensation”, and a discussion of faculty retentions and departures over the last several years. Previous topics from FY21 will be revisited.

Committee on Bylaws (Darin Croft)

The 5-year review was completed in the 2019-2020 academic year, and the majority of proposed amendments were approved by Faculty Council and the Faculty of Medicine by the end of that year. The Bylaws Committee has two open slots in the upcoming election.

Dr. Croft presented a brief overview of the bylaws amendments passed by Faculty Council during this last year and the end of the previous academic year.

The committee met with Dean Gerson to discuss his observations and suggestions for parts of the SOM bylaws that could benefit from clarification and/or modification. The Bylaws Committee is currently working with the committee chairs to update the brief descriptions of their committees, and determine what should be moved into the bylaws.

Update on Ad hoc Professionalism Committee (Cynthia Kubu and Todd Otteson)

The committee charge was approved by Faculty Council on February 17, 2020 with the committee slated to sunset in June 2021.

The committee has met with leadership from University Hospital and Cleveland Clinic; meetings are scheduled with MHMC with the VA and SOM soon to follow. They have reviewed literature on professionalism and leveraged contacts at peer institutions to establish best practices. The committee plans to meet with HR and Legal from CWRU and the hospital systems in July. Town hall meetings on professionalism are being planned at each location in July and August. The committee hopes to draft the code of conduct this summer and present it, along with recommendations about implementation, to Faculty Council in September.

A motion was made and seconded to extend the ad hoc Professionalism Committee lifetime for another year; it will sunset in June 2022. There being no further discussion, a vote was taken. 31 were in favor, 5 were opposed, and 3 abstained. The motion passes.

Plan A

The Chair informed Faculty Council that Dr. Buck has asked to postpone this agenda item as he is currently in South Korea and having difficulty accessing the internet.

Faculty Senate Report (Alan Levine)

The Faculty Senate activities for the 2020-2021 academic year included approval of new and modified university policies and academic programs such as the SOM Certificate in Experimental Biotechnology, the SOM bylaws revisions, and the SOM modifications to the Master of Science in Anesthesia. Dr. Levine stated that the pandemic and lockdown have had a major effect on women, more than men, and a gender specific response needs to be developed by the school.

Guest reports discussed the switch in the insurance company that supports both staff and faculty benefits, and why this organization was chosen as the single insurance plan administrator, and how the library should be funded. The Faculty Open Access policy was introduced and discussed at Faculty Council; more town hall meetings are planned in the summer or fall. The grant submission policy was updated; this may not yet have come up to the Faculty Senate for a vote. The NIH is requiring, by midnight on May 24, that all grants coming through Case have the new bio sketch format.

The final report from the survey on the impact of COVID-19 on personal lives, etc., should be issued over the summer or early fall. The initiative to increase recruitment in underrepresented populations and the disenfranchised across the campus is continuing. There has been a one year extension of the pre-tenure period given for faculty beginning their appointment at CWRU between January 1st and June 30th, 2021.

The university intends to resume in person course delivery, research activities and increase student residence capacity, as well as other campus operations, by July 1. The fall semester is planned to be 100% in person. Conditions, however, are subject to change based on variants and other external factors. The COVID-19 impact statement is being placed in promotion and tenure files. We are in the process of streamlining the J1 Visa process for students.

The resolution on John Carroll University and Budgetary Hardships was discussed with faculty objection to the strategy at John Carroll. Frustration concerning the university administration's handling of Plan A, salary increases last year and this year; and shared governance initiated a request for an emergency meeting of the Faculty Senate to occur at 1:00PM on this coming Thursday. Validation by the Faculty Senate ExCom that this meeting should occur is still forthcoming. Dr. Levine will share information with everyone as soon as becomes available.

New Business

When the council was polled, no new business items were identified. A motion was made and seconded to adjourn the meeting.

The meeting was adjourned at 5:21PM.

Respectfully submitted,

Joyce Helton

Faculty Council Meeting

May 17, 2021

Jennifer M. McBride, PhD

Chair of Faculty Council



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Faculty Council Agenda

- Chair announcements
- Faculty Council Steering Committee report of activities
- Approval of April 19 meeting minutes
- Committee elections
 - Chair-elect, Faculty Council Steering Committee, Nominations & Elections Committee
- Standing Committee Reports:
 - Admissions; Committee on Finance Budget and Compensation; Bylaws
- Update on Ad Hoc Professionalism Committee
- Plan A letter to President, Provost, and CFO
- FC Senate report
- New business



SCHOOL OF MEDICINE

CASE WESTERN RESERVE
UNIVERSITY

Committee Elections

**Excerpts from Bylaws*

- 3.5 Each year the Faculty Council shall elect a chair-elect from among current members of the Faculty Council. 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.**
- 3.6a 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.**
- 3.6b Nominations & Elections 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, and five full-time faculty members who are not members of the Faculty Council, one each from CWRU Basic Sciences, 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

Consent of nominations must be sent via email to Nicole Deming (nmd11@case.edu) by Wednesday, May 19th at 9:00am



SCHOOL OF MEDICINE

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[*https://case.edu/medicine/faculty-staff/faculty-affairs-hr/faculty-governance](https://case.edu/medicine/faculty-staff/faculty-affairs-hr/faculty-governance)

Faculty Council Meeting
Draft Meeting Minutes
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4:00-4:10PM	Welcome and Chair Announcements	Jennifer McBride
4:10-4:15PM	Faculty Council Steering Committee Report of Activities	Nicole Ward
4:15-4:20PM	Approval of the February 22 Faculty Council Meeting Minutes	Jennifer McBride
4:20-4:35PM	Vote for Topics for the Meeting with Dean Gerson on May 11	
4:35-4:55PM	Open Access Discussion	Mark Clemente Thomas Hayes
4:55-5:10PM	Faculty Graduate Teaching	Marvin Nieman
5:10-5:20PM	New Minor in Nutrition	Hope Barkoukis
5:20-5:25PM	FC Senate Report	Alan Levine
5:25-5:30PM	New Business	
	Adjourn	

Members Present

Corinne Bazella	Stan Gerson	Matthew Pleshinger
Robert Bonomo	Anna Maria Hibbs	Arne Rietsch
Matthias Buck	Amy Hise	Elie Anthony Saade
Bryan Carroll	Jeffrey Hopcian	Ashleigh Schaffer
Cathleen Carlin	Darrell Hulisz	Hemalatha Senthilkumar
Gary Clark	Beata Jastrzebska	Sarah Tehranisa
Darin Croft	David Katz	Daniel Tisch
Brian D'Anza	Varun Kshetry	Carlos Trombelta
Piet de Boer	Vinod Labhassetwar	Heather Vallier
Philipp Dines	Suet Kam Lam	Allison Vidimos
Katherine DiSano	Maria Cecilia Lansang	Satish Viswanath
William Dupps	Danny Manor	Susan Wang
Todd Emch	Jennifer McBride	Nicole Ward
Judith French	Maureen McEnery	James Wilson
Robert Geertman	Sam Mesiano	Jo Ann Wise
Thomas Gerken	Nimitt Patel	Jamie Wood
Monica Gerrek		

Members Absent

Melissa Bonner
Jae-Sung Cho
Scott Cowen
Peter Harte
Alex Huang
Ankur Kalra

Laura Kreiner
Lia Logio
Alan Levine
Peter MacFarlane
Ameya Nayate
George Ochenjele

Clifford Packer
Abishek Ray
Linda Dalal Shiber
Daniel Sweeney
Patricia Taylor

Others Present

Shane Angus
Hope Barkoukis
Gurkan Bebek
Mark Chance
Mark Clemente

Brian Cmolik
Nicole Deming
Stephen Fink
Susan Freimark
Thomas Hayes

Joyce Helton
Jonathan Lass
Matthew Lester
Marvin Nieman

Chair Announcements

Jennifer McBride, Chair of Faculty Council, called the meeting to order at 4:02PM. She informed the committee that Dr. Alan Levine would be present the Faculty Senate report at the May meeting.

Given the low number of candidates, last week the Nomination and Elections Committee extended the deadline for statements of interest to April 22. Votes on the bylaws amendments need to be submitted by April 26.

Faculty Council Steering Committee Report of Activities (Nicole Ward)

Dr. Ward reported that Marvin Nieman had presented his proposal to document faculty graduate teaching. Hope Barkoukis presented a new minor in Nutrition focusing on nutrition and lifestyle medicine. The committee reviewed emeritus appointments and discussed equity issues for part-time faculty with adjunct rank, in basic science departments, who are not eligible for emeritus appointments.

The committee discussed potential topics and questions which would be addressed by Dean Gerson at the third meeting of the SOM faculty on May 11, reviewed the faculty-open access policy and set the agenda for today's meeting.

Approval of the February 22 Faculty Council Meeting Minutes

When polled, the council had no suggestions or modifications to the meeting minutes. A motion was made and seconded to accept the minutes as presented. There being no further discussion, a vote was taken. 35 were in favor, 0 were opposed, and 2 abstained. The motion passes.

Topics for Meeting with Dean Gerson on May 11

Potential topics for Dean Gerson's May 11 meeting with SOM faculty were:

1. Plan A
2. SOM Diversity Plan – Implementation
3. SOM empty space allotment
4. Plans for recruiting and retaining faculty for the future of graduate programs
5. Update on Case's ability to recruit graduate students, postdocs (since COVID-19)
6. Return to work after COVID-19 and respond to COVID-19 moving forward (Q&A)
7. Resources to help the SOM faculty advocate for themselves

When queried, Dr. Gerson felt that questions 1-5 should be able to be covered in half an hour. He informed the group that more information will come out in the next 3 weeks to address topic 6.. Additional discussion led to topic 7 being removed.

A motion was made and seconded to approve topics 1-5.

1. Faculty Retirement Contributions – Plan A
2. School of Medicine Diversity Plan implementation
3. School of Medicine empty space allotment
4. Plans for recruiting and retaining faculty for future graduate programs
5. Update on recruiting graduate students, postdocs (since COVID-19)

There being no further discussion, a vote was taken. 36 were in favor; 0 were opposed, and 1 abstained. The motion passes.

Open Access Discussion (Mark Clemente, Thomas Hayes)

Thomas Hayes and Mark Clemente explained that the in the fall of 2020 the Open Access Working Group drafted the proposal in an effort to align with the strategic plan stating that we must disseminate our research and teaching more widely beyond our campus.

Faculty OA policies “shift the default” to enable open access retaining rights for faculty and the university and to openly disseminate faculty scholarship, enabling broader access and wider readership. Approval is entirely dependent upon the faculty. The proposal will be circulated and sessions held to address questions if revisions are required.

Faculty Graduate Teaching Initiative (Marvin Nieman)

The objective of this proposal is to determine which activities count toward graduate education, how much credit is given for each activity, and to provide a mechanism to recognize efforts in graduate education by faculty that can be used to establish guiding principles across departments.

Members of this working group provided a draft to masters and doctoral program directors for comments. Input is requested from Faculty Council and the Council for Basic Science Chairs to see if something should be included or modified along with the reasoning to support the change.

The document is divided into six major categories: program/training grant director; master’s thesis/qualification committee; doctoral dissertation committee/qualification committee; didactic teaching; preceptor for PhD students, Master’s students, undergraduate, post-bac, PREP students, doctoral rotations, summer students; admissions, recruitment and academic advising (see attached slides for specific breakdown of hours).

New Minor in Nutrition (Hope Barkoukis)

This new Nutrition and Lifestyle Medicine Minor focusing on a lifestyle evidenced based approach (sleep, nutrition, emotional well-being, stress reduction, healthy cooking). This new minor will help to properly equip future health care professionals.

A motion was made and seconded to approve the new minor in Nutrition. There being no further discussion, a vote was taken. 35 were in favor, 0 were opposed, and 2 abstained. The motion passes.

New Business

No new business was brought forward for discussion.

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There being no further agenda items, a motion was made and seconded to adjourn. All were in favor, no one was opposed, and no one abstained. The motion passes.

The meeting was adjourned at 4:58PM.

Respectfully submitted,

Joyce Helton

**Annual Committee on Admissions Report to Faculty Council
May 3, 2021**

April 2020 – May 2021

1. 2020-2021 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 (169 for the University Program, 32 CCLCM, and 15 for MSTP). In total, our School received **8,830** applications for all of our MD programs for 19-20. This reflects an 8% **increase (+704 applications)** from the year prior, while applications increased by 17% nationally. The national increase in applications was an unusual event and has been well [documented in the news](#). This also represents a new **all-time high** for applications to CWRU SOM. The secondary application completion rate for all programs was 77% (6,818 of 8,830).

The University Program:

This year the University Program received 7,359 applications, conducted 923 interviews and experienced very few cancellations. The low cancellation rate was due in large part to the fact that interviews were conducted virtually this year. With the advent of the COVID-19 pandemic last spring, the entire interview experience had to be redesigned into a virtual format, with very little lead time. The challenge was to create an engaging and informative experience for interviewees without keeping them on Zoom for eight hours. The interview day still included an ice-breaker, a curricular discussion session, “lunch” with medical students, a virtual tour, and of course, interviews. Many of the information sessions were turned into videos that interviewees watched prior to their interview day, “flipped classroom” model. This enabled us to make interview day discussion sessions more interactive and engaging instead of passive presentations on Zoom. Conducting interviews online also made it more convenient for our faculty and student interviewers and we were able to retain more interviewers throughout the season. Additionally, the Admissions Team developed bi-weekly or monthly “Meet & Greet” sessions for students from our affinity groups to facilitate more medical student-to-interviewee interactions, including:

- SNMA/LMSA for students that identify as underrepresented in medicine and their allies.
- CaseMed Pride for students in the LGBTQ community and their allies.
- First Gen Group for students that are the first in their family to attend college or medical school.

- The Admissions Team also created and coordinated “You Do IQ” that were hosted weekly by current medical students for interviewees.

To date, the Admissions Committee has offered 386 acceptances for the University Program to achieve a class of 169.

Financial Aid:

The tuition for the entering class of 2021 will be \$67,605 and the total cost of attendance will be \$94,665. Tuition costs continue to be a significant factor in why applicants decide to attend other institutions.

In light of the current economic climate related to the COVID-19 pandemic, our financial resources have become yet slightly more limited. After conversations with the SOM Finance Office, Dean Gerson, and Dean Logio, we decided to pause merit-based scholarship awards for incoming medical students and, instead, divert all available funds to need-based aid. Our goal is to be able to support more incoming students beyond those who demonstrate the greatest need and to also help those with financial backgrounds of “middle class” families. Current medical students who have received merit-based awards will continue to receive them. Additionally, the need-based aid already awarded to current medical students will remain the same.

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 of 2021. These interviews were also conducted virtually via Zoom. We selected 27 students in total and 5 alternates. The final enrollment of those who have been offered an acceptance to this program is not known at the time of this report since the decision day has not yet arrived.

Oral and Maxillofacial Surgery Program:

The admissions office also coordinated interviews for 32 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 Quereshy, MD, DDS, FACS, to fill their three spots. The program matched all three positions for next year.

2. The Entering Class of 2020

The Entering Class of 2020 was yet another very academically well-qualified and well-rounded class which also included the highest cumulative GPA (3.80) of any entering CWRU class during the past 20 years. 15% of the students in this entering class self-described race/ethnicity categories that are considered to be underrepresented in medicine. Please see [this link for a Class Profile](#).

3. Admissions Staffing and Committee:

In July 2020, Wanda Rollins, Director of Financial Aid, retired from the University after 30 years of service. She chose this opportunity through the University's early retirement offering. Sara Donnelly, Assistant Director of Financial Aid, has assumed the role of Interim Director and we hired Rachel Tong as a part-time temporary employee. Rachel was the Assistant Director of Financial Aid for the School of Medicine from 2010-2014. Permanent staffing for both the Director and Assistant Director will be completed in July, 2021. Additionally, the position of Student Services Coordinator was filled by Kiara Vance. This position is a shared role between Admissions and the SOM Registrar's Office.

A list of our Admissions Committee members is contained [in this link](#). We welcomed two new members, Dr. Kasia Rubin and Dr. Natalie Evans. Dr. Evans is a temporary appointment as she was filling in for Dr. Dasarathy who temporarily recused herself from the committee due to a close family member applying in the 20-21 application cycle. All Admissions Committee members and interviewers received implicit bias training during our annual retreat, and all interviewers are also required to engage in online implicit bias training.

4. Recruitment:

a. 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. All recruiting in 2020-2021 was conducted virtually. This type of recruiting was nothing new to our office as Dr. Mehta and Mr. Essman were some of the first admissions representatives in the US to harness the power and potential of online recruiting platforms, and have utilized virtual recruitment since 2012.

Virtual recruitment visits:

- University of Michigan - Ann Arbor
- University of Michigan - Dearborn
- Indiana University
- University of Pittsburgh & Carnegie Mellon fair/expo
- UC-Davis Annual Pre-Health Expo
- UC-Berkeley
- UCLA
- UC-Irvine Fair
- Georgia Tech & Emory Expo
- University of Central Florida
- University of Akron
- Baldwin Wallace University
- Ohio University
- Kent State University
- Ashland University

- Cleveland State University
- Oberlin College
- Miami University
- Vanderbilt University
- Yale University
- Princeton University
- Columbia University
- Johns Hopkins University Post-Bac Program
- Massachusetts General-Boston Post-Bac Group
- University of Maryland
- University of Notre Dame
- Brigham Young University
- Johns Hopkins University
- Duke University
- University of Chicago
- Brown University
- Harvard University
- Northwestern University
- Northeastern University
- University of Southern California

Additionally, the Admissions Staff and several medical students participated in an AAMC-sponsored virtual fairs in 2020 and 2021 where thousands of participants from around the country and Canada visited our “booth” from 11:00am - 4:00pm. We felt these opportunities have been very successful forms of outreach and visibility. Lessons learned from prior virtual fairs were employed to make for a more efficient experience. The AAMC did not charge medical schools for some of the fairs which was a financial relief.

Dr. Mehta, Mr. Essman and Mr. McKenzie held webinars for national prehealth advisors and for premedical students from Ohio, Boston, St. Louis, Chicago, and Atlanta, which focused on COVID-19 related changes to our admissions process.

b. Digital Marketing and Outreach:

I. Admissions again partnered with a local digital marketing company, Aztek, to launch an email campaign to prospective applicants who are selected based on MCAT scores. Some MCAT scores were acquired via purchase, and some were acquired via the [AAMC's MED-MAR](#) system, the latter representing 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, July and August, 7,815 emails were delivered to prospective applicants across the US with email open rates reaching as high as 89% (industry average for marketing

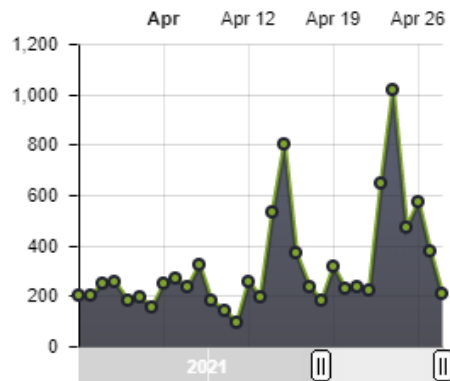
and advertising is a 13% open rate). We feel this is an incredibly effective and affordable marketing tool to reach students who may not have otherwise considered applying to our medical school. In addition, this again helps us to cut-down on travel costs while employing a more effective method of recruitment.

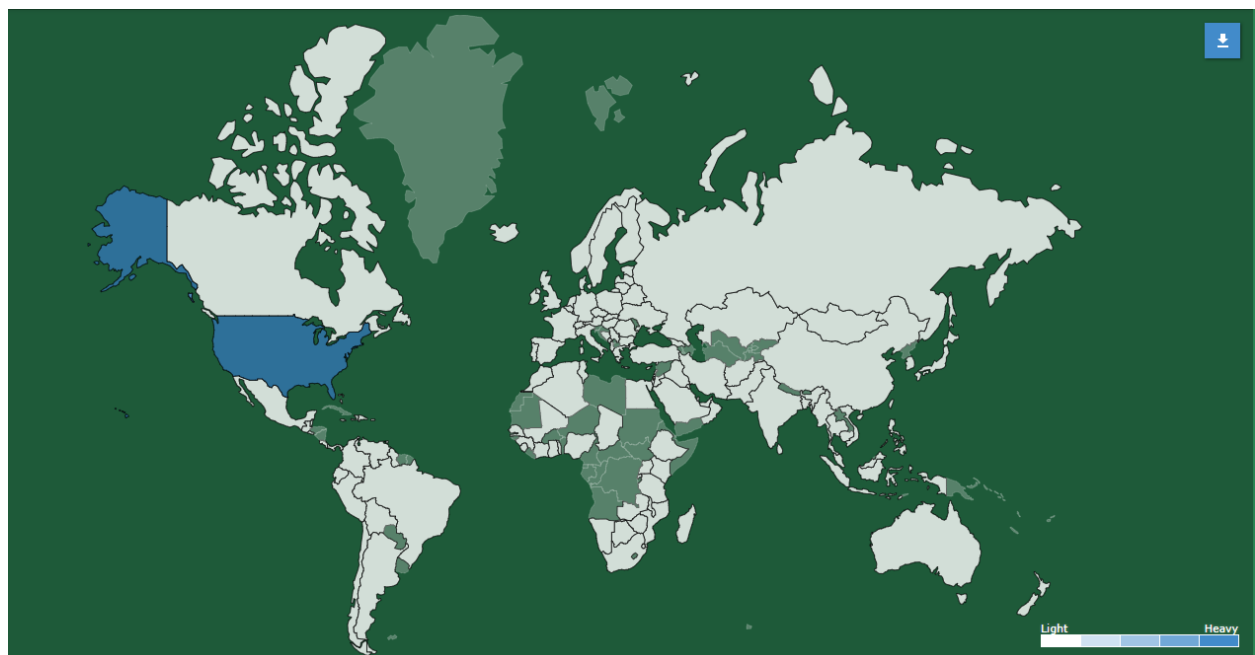
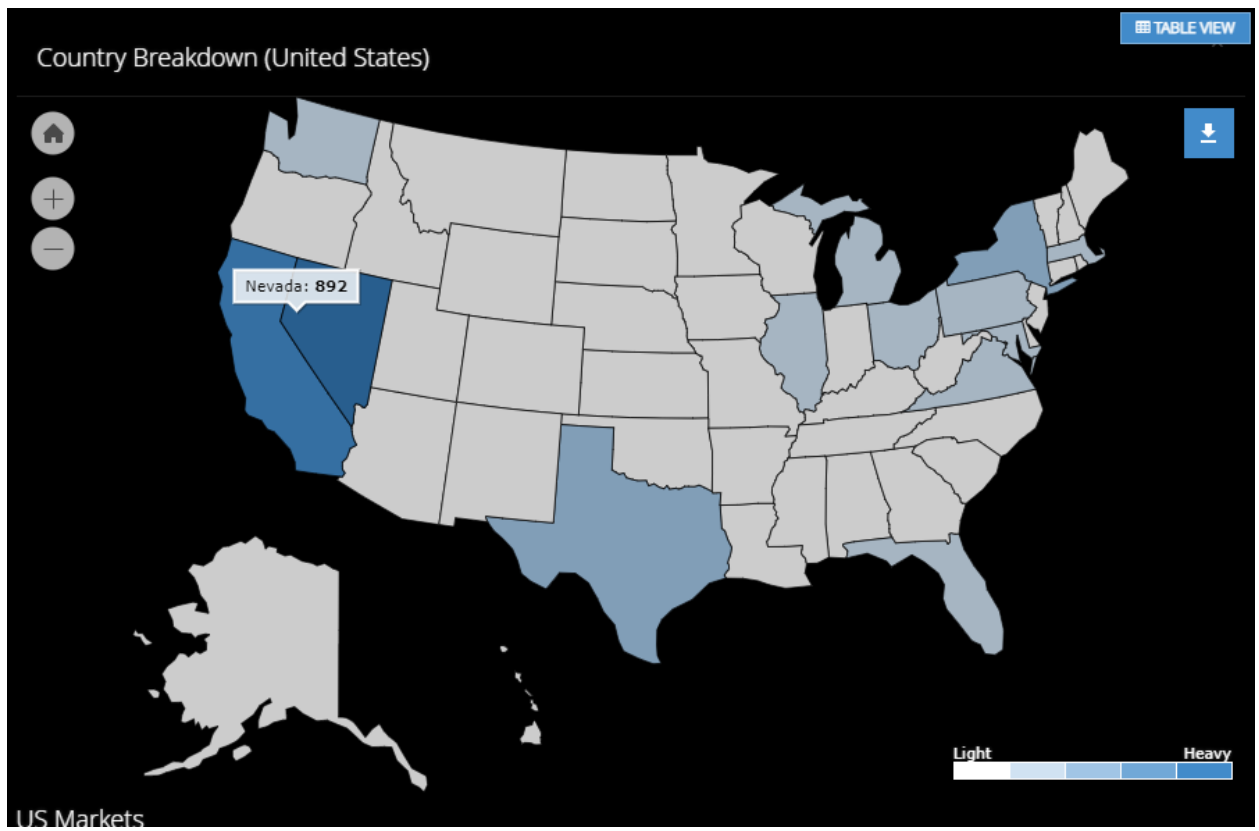
Of those who received our email campaign, 1,927 applied (22%). 43% of the 249 students who are currently holding an acceptance to the SOM were campaign recipients.

The email campaign for 2021 will be coordinated and handled by the University's Marketing and Communications Office using email platforms that are owned by the University.

II. In May 2019, Mr. Essman started a podcast called “[All Access Medical School Admissions](#)” in which he interviews admissions professionals from other medical schools across the nation regarding their admissions processes, curricula, interview day experiences, school philosophies and more. Collectively, the 47 episodes have been downloaded over 215,000 times and the podcast is available on all major platforms, such as [Apple Podcasts](#), Spotify, Google Podcasts, Stitcher, among others. Based on monthly download statistics, each episode is typically downloaded over 1,000 within 24-48 hours and performs in the top 20% of all global podcast episode downloads on Apple. It has attracted listeners from all 50 states and around the world, making for a creative and influential recruiting tool. The podcast has been endorsed by the **Association of American Medical Colleges** and is listed on their [Podcasts for Pre-meds](#). **The National Association of Advisors for the Health Professions** also references his podcast as a resource for premedical students and advisors.

Downloads	
Apr	9,165
Mar	8,058
Feb	8,119
Jan	6,778
All Time	214,599





5. National Leadership:

In November 2020, Dr. Mehta was named the **chair of the National Committee of Admissions (COA) for the AAMC**; the COA group advises the AAMC on setting national admissions policies and best practices. 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. She is also a member of the AAMC's working group on Holistic Student Affairs.

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. Additionally, the AAMC asked Mr. Essman to be a subject matter expert for the development of their Situational Judgement Test. Subject matter experts in the medical school community were necessary to develop test content and the scoring key, helping to ensure the validity of the SJT and its alignment with US medical school standards and expectations. The SJT will become an optional assessment available for medical school admissions offices in 2022-2023.

6. COVID-19-related Disruptions

Unfortunately, all in-person recruiting opportunities for accepted students have been cancelled since April 2020, including Second Look Weekend and a CWRU SOM Open House at the HEC. The Admissions Team easily pivoted to a virtual Second Look Weekend which was attended by over 180 accepted applicants. Virtual Second Look included many current medical students and Medical Education faculty and administrators, including:

- Dr. Lia Logio, Vice Dean for Medical Education
- Dr. Amy Wilson-Delfosse, Associate Dean for Curriculum
- Dr. Steven Ricanati, Senior Associate Dean for Student Affairs
- Dr. Colleen Croniger, Assistant Dean for Medical Student Research
- Siu Yan Scott, SOM Registrar
- Molly Simmons, Administrative Director of Student Affairs

Additionally, the Admissions Team created “Get To Know CaseMed” sessions that featured prominent, student-facing faculty members, including:

- Dr. Heidi Gullett, Professorship in Medical Student Education in Family Medicine & Medical Director for the Cuyahoga County Board of Health
- Dr. Wei Xiong, Associate Professor of Neurology at University Hospitals and Assistant Dean for Clinical Education at CWRU SOM
- The GARLA Team (Gross Anatomy, Radiology, & Living Anatomy): Drs. Sue Wish-Baratz, Rob Jones, and Navid Faraji
- The Society Deans: Drs. Ricanati, Greenfield, Azok, and Otteson

The Admissions Team hosted an event for accepted students called “DOG Opera” where accepted students could share their pets (defined very broadly), meet other classmates and talk to the medical student Doc Opera Directors.

The Financial Aid Team hosted two Zoom sessions to walk accepted students through the financial aid application process. Both sessions were well attended by both students and their parents.

With the help of current students, GroupMe chat groups were made to help facilitate quick, informal interactions between accepted students and current students.

In April 2021, the Admissions Team was given permission to host limited tours for accepted students in the HEC.

7. Plans for 2021-2022

We moved to The Health Education Campus in June of 2019, and had a very successful interview season there. However, the virtual interview process this past admissions cycle proved to be very successful, and helped to decrease travel costs for applicants, helping with equity. Given this, and the continued uncertainties of the pandemic, we, along with most US Allopathic medical schools, will continue with a virtual interview season next year.

Goals for 2021-22

- Add more screeners to cope with increasing application numbers
- Continue annual admissions committee retreat
- Fine-tune virtual interview season while still providing a full interview day experience
- Recruit new interviewers from all clinical sites and the SOM
- Further enhance holistic application review as a result of the COVID-19 Pandemic. We will also add extra areas of evaluation in our secondary to allow students to address some of their interrupted clinical experiences, classwork, research, etc.
- Host First Look weekends for accepted and waitlisted applicants, an opportunity to visit campus.

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

Respectfully submitted,

Todd Otteson, MD, MPH
Chairperson, Committee of Admissions

Cc: Dr. Gerson
Dr. Logio
Dr. Mehta
Mr. Essman

SOM Bylaws Committee Annual Report to Faculty Council, AY 2020-21

Elected members

Darin Croft, Ph.D. (Dept. of Anatomy), Chair
Piet de Boer, Ph.D. (Dept. of Molecular Biology & Microbiology)
George Dubyak, Ph.D. (Dept. of Physiology & Biophysics)
Stephen Fink, Ph.D. (Case Comprehensive Cancer Center)
Peter Harte, Ph.D. (Dept. of Genetics & Genome Sciences)
Irving Hirsch, M.D. (Dept. of Anesthesiology, University Hospitals)

Ex officio member

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

The SOM Bylaws Committee met monthly from October 2020 through May 2021, with additional discussions conducted by email over the holiday break. Our 5-year review of the SOM Bylaws was completed during the 2019-20 academic year, and the majority of proposed amendments were approved by the Faculty Council and Faculty of Medicine by the end of that academic year. Those amendments, as well as others that were approved during the same interval, were sent to the Faculty Senate for their approval at the beginning of this academic year. Thus, a primary task of our committee this year was meeting with the Faculty Senate Bylaws Committee in October and November to discuss those amendments. Some of the School of Medicine's proposed changes to Article 3.2-4 required additional modifications, and our committee spent considerable effort in December and January revising the relevant text, which was presented to and approved by the Faculty Council at its January 25th meeting. Other accomplishments of our committee during the past academic year included:

- Providing a consensus opinion to the Chair of Faculty Council on whether the Faculty Council Steering Committee could conduct business with only three members
- Incorporating minor formatting and consistency changes into SOM Bylaws as requested by the Faculty Senate Bylaws Committee
- Meeting with Dean Gerson to discuss his observations and suggestions for parts of the SOM Bylaws that could benefit from clarification and/or modification
- Proposing amendments to Article 3.6b of the SOM bylaws to update procedures for Faculty Council elections, including electronic voting (approved by Faculty Council in January)
- Reviewing the draft charge of the School of Medicine Program Review Committee

Pending items for our committee that will likely continue into the next academic year include revisiting parts of the bylaws highlighted in our meeting with Dean Gerson and assessing whether certain information from committee charges should be integrated into the SOM Bylaws. We are currently working with committee chairs to update the brief descriptions of their committees that are currently included in the SOM Bylaws (where necessary).

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

5/2/2021

Members of CBFC (2020-21):

Agata Exner, Chair, Matthias Buck, Evan Deneris, Mitchel Drumm, Sana Loue, William Merrick, Mendel Singer, Matthew Lester (*ex-officio*), Mark Aulisio (Basic Science Chair – *ex officio*), Robert Salata (Clinical Science Chair – *ex officio*), Danny Mannor (*ex officio* – UBC representative)

The mission of the CFBC:

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

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

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

Overview of CFBC activity for the FY21 year August 2020 to April 30, 2021

Carryover from FY20: We started with last year's forward looking goals developed by prior Chair, Matthias Buck and the committee. These included: 1) improved engagement with interim Dean, Stan Gerson, and 2) direct communication with the SOM faculty, SOM Faculty council steering committee and the University Budget Committee. The year was also overshadowed with COVID-related matters, which are summarized below.

New initiatives: We had four broader initiatives, some of which are still ongoing.

1. Monitoring COVID-19 austerity measures and impact: budget cuts, Plan A contributions, hiring freeze, research expenditures, enrollment
 - CBFC had continued input into prioritization and strategy of covid-19 contingency request for 10% cut to SOM unrestricted budget
 - We are also actively monitoring and advising on effect of COVID measures on research and administrative activities. Research spending has been in general down, and we have discussed this in relation to social distancing protocols, and hiring freezes.
 - CBFC also spearheaded a letter to the CFO and Provost requesting more clarity and additional information about the rationale for the decisions that were made at the Central level in response to

COVID. In a follow up letter we, requested a meeting with the CFO and the CBFC; the meeting has not (yet) materialized. Both letters are appended to this report.

2. Compensation analysis with specific focus on identifying potential gender disparities

- The FY2021 SOM Compensation Analysis report with specific focus on identifying potential gender disparities was prepared by Vice Dean for Finance and Administration, Matthew Lester and Office of Finance Manager, Vivian Wei. The faculty included in the analysis were 100% CWRU-paid full time, tenure and non-tenure track faculty at all levels. Total number of faculty included in this analysis was 273. Faculty who hold substantial leadership roles and receive additional administrative supplements were excluded from the analysis. Likewise, dual paid faculty, faculty not on CWRU payroll were also excluded.
- The analysis examined the compensation data for potential gender-associated pay gaps in correlation by rank, years in rank, years of service, department and department type, and decile benchmarked to AAMC faculty salary averages. Overall, the report contained a comprehensive, in-depth analysis of the compensation, and the analysis found no statistically-significant evidence to show gender pay gap at SOM. Slight differences, going either way in different ranks were found, but due to small sample sizes these differences were overall not statistically significant.
- The Committee on Budget Finance and Compensation (CBFC) of the SOM reviewed the report, discussed the findings and agrees with its conclusions. Recommendations and opportunities for improvement were identified during the discussion and were presented to Dean Gerson.

3. Improving communication of financial information within the SOM and between SOM and Central.

Recognizing the critical importance of communication, the CBFC took steps to improve dissemination and flow of financial information.

- With the SOM, we initiated joint quarterly newsletters sent to the faculty and staff of the SOM from the SOM Finance office and the CBFC Chair. These newsletters include a comprehensive summary of the financial information at all levels of the University.
- Also within the SOM, the CBFC Chair has attended and presented at the Basic Chairs meeting and the joint Basic / Clinical Chairs meetings. This helps to disseminate key information to faculty and for the CBFC to gather areas of concern which are of interest by the Chair.
 - We have developed a survey to ascertain SOM faculty interest and comfort level of the SOM faculty; Survey will be shared in May.
 - We plan a Town Hall meeting of the CBFC with the Faculty in May/June
- Outside of the SOM, we receive updates from the UBC and the FSFC from our representatives at every CBFC meeting. We have also more actively engaged with the FSFC Chair, Simon Peck.
- We continue to pursue methods to improve information flow from the Central Finance Office and CFO.

4. Monitoring the UHCMC/ CWRU affiliation agreement negotiations
 - a. We received regular updates and advised on issues critical to the development of the new affiliation agreement between the two institutions.
 - b. Representative Bob Salata was able to aid in the process through his role.

Regular Business:

CBFC received Quarterly updates on SOM finances & projections from Matthew Lester. SOM continues to do well overall, despite COVID-19 challenges.

Analysis of faculty salaries with respect to AAMC median & our peer institutions and a comparison between FY19-20 has been completed by the SOM Finance Office and will be presented to the CBFC at the May 2021 meeting.

Presentation and discussion of 3-5 yr. Strategic Plan, esp. re. research & teaching and faculty development

CBFC membership updates for FY21:

The Committee voted that Agata Exner will remain the Chair for the upcoming FY21. She will also become the representative to the Faculty Senate Finance Committee, replacing Mendel Singer who will be rotating off of the Committee.

Rotating off will be Mendel Singer, Bill Merrick, Matthias Buck, and Evan Deneris.

Upcoming Topics for FY22:

Faculty Salaries vs. peer institutions

Analysis (if possible) of compensation in regards to URiM faculty

Structure of and meaning of tenure in CWRU SOM and UHCMC paid faculty

- Since the financial obligation for tenure resides with each school, can we make recommendations as to what this should look like for compensation? It is noted that this may need to be negotiated with the hospitals for their statement. This then would raise the question as to whether tenure means something different depending on whether you are in the SoM or which hospital.

Discussion of Faculty Retentions and Departures over last several years

Revisiting previous topics from FY20: Bridge funding, Cores and Center Finances, Philanthropy intake and distribution



Cleveland 6/10/2020

Dear Provost Vinson and University Chief Financial Officer Sideras:
(cc. to SOM Dean Davis and incoming interim Dean Gerson)

The faculty is grateful for your and President Snyder's stewardship of the University during this difficult time. Your quick responses to the Covid-19 stay at home order of the Governor, putting in place operational guidelines for partial shut-down and now the on-going ramp-up have been, hopefully, a once in a lifetime leadership task.

We write today on behalf of the Committee on Finances, Budgets and Compensation, CFBC. The CFBC is one of the two standing committees in the School of Medicine. Our role is to review financial and budgetary information and to advise SOM leadership on decision making. Thus, we are the liaison with faculty and also inform the SOM Faculty Council of ongoing issues. As such we rely on financial information and research that is entrusted to us by SOM administration, which, in turn, receives much of this information from your offices.

As the Covid-19 budget contingency planning is ongoing we have weekly meetings to fulfill our role. However, we noticed -and the SOM administration confirmed to us- that communication on Covid-19 financial planning has been wanting. For example, while the CFO showed Covid-19 related projections on May 8 in the annual meeting of the Finance Committee with the University Senate, the slide was up and down so fast that many of us have been wondering how the projected \$60M, now \$60-70M, deficit was derived. Similarly, almost everyone seemed surprised by the President's and Provost's announcement of the enactment of the budgetary savings measures (e.g. Plan A suspension) on June 4th, when just a week earlier you had asked for contingency savings of 10% to be made to all schools "unrestricted" budgets by June 15th – an amount that was supposed to cover the \$60M. Finally, on June 5th, some further information was given to and discussed by the Faculty Senate Finance Committee, but given the confidential nature of the emergency meetings, this information could not be communicated by the faculty, who attended, to the constituents they represent.

We understand that the situation is fluid and complex. However, we are unable to fully contribute to the shared university co-governance unless SOMs administration and the involved faculty are given information and your proposals in a timely manner. Also, it seems there was no specific response, at least to SOM on the first draft contingency budget submitted to you on May 13th. We would request that feedback be sent to us as soon as possible, so we can continue to develop Covid-19 contingency and updated budgets throughout the year for the SOM.

We ask, as further budgetary action on Covid-19 may be needed, but also on future matters, for a greater level of communication and transparency.

Thank you,

The Members of the School of Medicine Faculty Committee on Finances, Budgets and Compensation
approved by unanimous vote

Dear Chief Financial Officer Sideras,
Dear Provost Vinson

Cleveland 9/28/20

On behalf of the Committee on Budget Finance and Compensation, CBFC, at SOM we thank you for your response to our letter sent June 10th. We appreciate your efforts during this challenging time – an unprecedented crisis in anyone's memory. We recognize that COVID-19 not only added an enormous amount of work, but also greatly complicated the usual tasks, as well. This effort has not gone unnoticed or unappreciated. Thank you!

Please bear in mind that this communication is in the spirit of our recognition that along with SOM's great size comes great responsibility. We are happy that even in this crisis we are able run a large surplus and contribute very significantly to the University's bottom line. Every business likes to have a diversified product line and for CWRU the 40% of the budget from SOM, which has a radically different financial model, accomplishes this for our University. With that, however, comes the complexity of trying to have a consistent and fair policy across all school units; when there is one big unit that works so differently, some flexibility in the overall approach may be needed.

We received the response to our initial communication from CFO Sideras on July 23rd shortly after our July meeting, and we were only able to discuss it with the full committee on Aug.31st and further on Sept.23rd. We thank you for your detailed reply and the documentation you attached. Here, we would like to both reiterate our original concern, since the COVID-19 complications are ongoing, and expected to continue through the upcoming Spring semester, and to also outline some additional concerns and request information below on issues that were not directly addressed in your reply. While we would appreciate a written reply, we wonder whether it would be possible for you to also meet with our committee to engage in a dialogue with School of Medicine faculty representatives. Our next meetings are on Oct.28th and Nov. 18th both from 2-3 pm, but we are happy to schedule a special meeting at a time to be arranged with your office.

To reiterate our chief concern regarding the perception of a limited communication and suboptimal committee participation in strategic financial planning and decisions, we acknowledge that your offices as well as the President tried to communicate some of the COVID-19 related financial concerns to the University. However, in light of the urgency and gravity of COVID-19, the CBFC members nonetheless feel that critical communication during the early stages of the crisis, the timing of decision making and the participation of the relevant University faculty committees in this process was suboptimal. Furthermore, as a School committee we rely on information that comes to us from our Senate Finance Committee representative. However, much of the information presented to them was confidential. This limits communication and the dissemination of such information to our committee and to the SOM faculty. How can this be done better, we may ask? Could you propose a way in which, specifically going forward in this crisis and beyond, the University Faculty Committees and key School's Vice Deans for Finance be involved more and the frequency of their meetings be increased? Additionally, providing a timely summary to Senate Finance Committee representatives which they can distribute? Your recent commitment to distribution of talking points for public dissemination is a good start, but will need to be done consistently and in a timely manner. Another idea would be to turn these talking points into a concise summary report that is sent directly from your office to key entities at the schools: Deans, Vice Deans of Finance, Faculty Councils, School budget committees. Receiving these communications directly from Central would be seen as a substantial step in transparency that would increase trust and improve relationships – an especially important objective during a crisis.

Suspension of Plan A: A related concern is the communication regarding suspension of Plan A. At first we were told that Plan A retirement savings would accrue to the schools. Later, this changed, and further reductions had to be made, as the plan A reduction was no longer counted in the 10% required cut. As

you know the plan A reduction caused considerable unhappiness among many of the SOM faculty (much of whose Plan A retirement is paid by grant funders) and the SOM Finance office had to answer many questions about how this decision would influence (or not influence) NIH grant paid compensation. We welcome from your letter the statement *"If the budget is favorable, for example at mid-year, resumption of partial funding or full funding of Plan A could be considered. The flexibility of Plan A funding is important to emphasize."* Our committee as well as SOM faculty at large believes this is a top priority. However, we wonder what financial benchmark(s) will need to be reached for restoration of Plan A? We understand there is ongoing concern about further COVID-19 financial surprises, but when retirement contributions are suspended it is only fair that this require a high level of transparency. Setting specific benchmarks for specified dates to trigger restarting or make-up Plan A contributions, along with laying out the financial concerns of potential future financial hits that causes hesitation about resuming Plan A early, seems a critical threshold of transparency considering the drastic step of pausing Plan A. Concerning the 10% cut/saving in uncommitted spending as a whole, we are looking forward to learning how this was spent, as well as the plans for use of any remaining funds, if such scenario occurs. Could you please provide us information in this regard?

Hiring freeze: Finally, we hear with some concern that the University has been "very pleased with the budget process this year" and may be considering an expense-focused (cost-cutting?) budget approach for the foreseeable future, rather than one which emphasizes revenue, investments and income growth and overall fiscal health, i.e. considering both sides of the ledger. We are aware that even a limited reinstatement of hiring is a complex issue, and we are cognizant of the opportunities for increasing the University's diversity and inclusion in hiring of new faculty. We at the SOM have made a significant commitment to the hiring of diverse, highly qualified candidates, and we are planning to continue our successful management of faculty productivity via the Dean's and Chair's oversight, departmental metrics, incentive compensation, etc.. For most of our schools, the correlation of tuition and student numbers with revenue and staff/faculty workload is very strong. While SOM student numbers *went up* this year, our faculty and staff workload are largely driven by other factors as 80% of our revenue is from non-tuition sources. Faculty and staff workload is driven more by research, and most faculty have a target of 70% salary coverage. This approach has made the School of Medicine such a success in terms of its research funding and budgeted surplus. We ask that the hiring freeze be lifted as soon as possible or that exceptions for key faculty hires be made with the appropriate empowerment of the Deans and oversight of the Provost. With the usual beginning in September of the faculty search/recruiting season, this is a particularly good time to catch outstanding junior-, but even senior- faculty who are on the market with few competitive openings. Such an approach promises to increase not only our research excellence but also the prestige and revenue research generates for the SOM and CWRU. We look forward to hearing about your specific plans/benchmarks on this issue.

We share these concerns in the spirit of all University units working together to advance the mission and vision of CWRU. We are confident that you value our committee's input and we appreciate having your ear. We and the SOM faculty realize that our size and diversity of revenue streams puts us in the position of being a critical player in the overall financial health of the University. We welcome and embrace our concomitant responsibility to CWRU. With only 20% of our revenue from tuition (in fact, our tuition revenue has increased this year) and most of our income from research activity, we actually stand to improve our financial health this year, and thus also the health of the University, in part due to COVID-19 research dollars and likely supplements. We can turn investment into profit and are happy to help the University as a whole at this time. However, we require the timely hiring of highly qualified faculty and staff in order to do so. Our committee and our faculty are both concerned and very engaged concerning the financial, academic and research well-being of our School and the University as a whole. We also feel that a more frequent and direct engagement and pathway to communication of financial decisions from you, the CFO and your office, as the stewards of the University finances would help us not only do our job better, but would facilitate faculty buy-in to the University's measures. We recognize that this will

require the support of several University leaders, including possibly the Board of Trustees. We trust that there is a consensus on this issue, recognizing that working more closely together helps us all appreciate the value of being citizens of a great University.

Yours truly,

Matthias Buck, FY20 chair of CBFC

Agata Exner, FY21 chair of CBFC

Regular CBFC committee members: Mark Aulizio, Evan Deneris, Mitchel Drumm, Sana Loue, William Merrick, Robert Salata, Mendel Singer

cc. Incoming Interim President Scott Cowen
SOM Faculty Council Chair and incoming Chair
SOM Interim Dean Stan Gerson
Chair of UBC and SOM's UBC representative
Chair of Univ. Faculty Finance Committee
Chair of Faculty Senate

Professionalism *ad hoc* Committee Update

Todd Otteson, MD, MPH
Committee Co-Chair



Committee Members

- *Kavita Arora (MHMC)*
- Sarah Augustine (VA)
- Moises Auron (CCF)
- Todd Bafus (MHMC)
- Tom Collins (MHMC)
- Kishore Guda (CWRU)
- Jessie Jean-Claude (VA)
- Qingzhong Kong (CWRU)
- Cynthia Kubu (CCF)*
- Richard Martin (UH)
- Todd Otteson (UH) *
- Susan Freimark

Charge from Faculty Council

- Create an ad hoc committee with an appointed and elected representative from each hospital system and CWRU
- Draft a Professionalism Code of Conduct
 - Most other peer medical schools have a Code of Conduct or something similar (Code of Professional Behavior, etc.)
- Make recommendations to Faculty Council on implementation

Process/Timeline

- Committee meetings every two weeks (ongoing)
 - Working meetings
 - Meetings with Guests/Stakeholders
- Review literature on professionalism (done)
- Leverage contacts at peer institutions/establish best practices (done)
 - Harvard (MEEI/Boston Children's), Michigan, UPMC, UCLA, JHU
- Meet with stakeholders from hospitals and CWRU faculty (ongoing)
- Meet with HR and legal from CWRU and hospital systems (July)
- Town hall meetings on professionalism at each location (July/August)
- Draft Professionalism Code of Conduct (summer)
- Present Code and recommendations to Faculty Council (September)

Comments – Appreciative Inquiry

- In a word or phrase, what does academic professionalism mean? Research professionalism? Clinical professionalism?
- When was a time you were at your professionalism best? What did that look like?
- Recommendations/suggestions for the committee?

Thank you!

- kubuc@ccf.org
- todd.otteson@uhhospitals.org

Dear Interim President Cowen
Dear Provost Vinson III
Dear Chief Financial Officer Sideras

Cleveland 4/27/2021

We first wish to express our appreciation of your efforts during the ongoing COVID-19 pandemic, an extremely challenging time and crisis unprecedented in anyone's memory. We recognize that COVID-19 added an enormous amount of work for faculty, staff and administration, and greatly complicated many of our usual tasks. The effort of the University administration in meeting all of these challenges is gratefully noticed and appreciated. Thank you!

We understand that the decisions in late FY20 regarding the COVID-19 Financial Contingency Plan for FY21 were not easy and many faculty and also some school administrators felt blindsided by the pace and scope of the sweeping financial measures enacted. While necessary in the face of the considerable uncertainty facing the University as it planned for FY21, the way the decisions were made and communicated were questionable to many. Much has been learned since those days - on multiple sides, and we all eagerly await the return to something approaching normalcy. We were pleased to hear that the Board of Trustees reinstated salary raises and retirement contributions for FY22 and that faculty and staff hiring as well as infrastructure projects are slated to return to normal levels. In FY21, many ThinkBig projects could eventually be funded and two large building projects went ahead. Overall one might say the University has done well and we should be confident of a bumper year for undergraduate as well as many graduate and professional-program enrollments. The equity markets have risen rapidly to unprecedented levels, so donors will have discretionary funds. Furthermore, a significant fraction of pandemic-related costs, including the costly testing program, will likely be refunded through federal stimulus packages. Finally, FY21 is likely to end with a sizable surplus, consistent with the budgeted \$8M-\$11M, even if the federal funds aren't received and booked until FY22. A very bright future indeed.

In this context, the undersigned faculty are extremely concerned about the lack of a clear plan to compensate faculty and staff for the loss of income due to austerity measures implemented last year. These measures included an unprecedented halt to retirement-fund payments and a salary freeze, the second in the past 15 years. Only relatively few other institutions enacted similar austerity measures and many of these have already fully and retroactively restored retirement benefits and salary increases (e.g. University of Michigan, George Washington University, Northwestern and Johns Hopkins). We sincerely hope that our institution will very soon follow this path.

We request that a plan be developed and presented to the faculty and the Board for full retroactive reinstitution of plan A contributions and lost compensation due to the salary freeze in FY21. If this is legally impossible, other solutions for complete compensation for the lost income due to suspended retirement contributions and salary freeze should be considered and the best one implemented. Given that partial restitution of these large income cuts would still have marked adverse long-term consequences for personal faculty finances, full restitution is a matter of great importance not just to us but to the University. Especially in light of the brightened national outlook, we also feel that it is critical to avoid the impression that cuts to faculty or staff compensation are the "go to" remedy for financial difficulties of our institution, a notion that would reflect extremely negatively on the University's commitment to faculty, on its prospects to recruit and retain talent, and on its reputation.

We thank you for your consideration and look forward to hearing from you.

The signatories (see next pages) 615 Faculty of Case Western Reserve University with primary appointments in University departments have signed this letter

cc. Chair of the Board of Trustees DiSanto
Incoming President Kaler
Chair of the Faculty Senate Voss
Chair of the Faculty Senate Finance Committee Peck
Chair of University Budget Committee Manor (advisory committee to Provost and CFO)
Chair of the Staff Advisory Committee Seneff (note that this committee has endorsed this letter)

Signees of Faculty letter concerning retroactive PlanA compensation & salary increase listed alphabetically

615 Faculty with primary appointments in CWRU departments signed as of close of the Letter (Staff and Emeritus as well as Research Professors were not e-mailed/did not sign)

School/Department	Last Name	School/Department
Abbott	Karen	CAS/Biology
Abbott	Derek	CSOM/Pathology
Adams	Henry	CAS/Art History and Art
Adkins	Evelyn	CAS/Classics
Adler	Jonathan	Law School
Adoro	Stanley	CSOM/Pathology
Akkus	Ozan	CSE/Mechanical and Aerospace Engineering
Albert	Jeffrey	CSOM/Pop. Quant. Health Sci.
Alemagno	Mario	Dental School
Alfes	Celeste	Nursing School
Ali	Mohsin	Dental School/Comprehensive Care
Almoghrabi	Hannoud	Nursing school
Aminoshariae	Anita	Dental School/Endodontics
Andy	Podgurski	CSE/Computer and Data Sciences
Arvidson	Ryan	CSOM/Biochemistry
Assaf	Hussein	Dental School/Comprehensive Care
Atit	Radhika	CAS/Biology
Bachmann	Richard	CSE/Mechanical and Aerospace Engineering
Bach-Van Valkenburgh	Elizabeth	MSASS
Backus	Amy	UGEN/Physical Education and Athletics
Bagby	Sarah	CAS/Biology
Baker	Kristian	CSOM/Genetics and Genome Sciences
Balasubramaniam	R.	CSE/Mechanical and Aerospace Engineering
Beall	Cynthia	CAS/Anthropology
Bebek	Gurkan	CSOM/Nutrition
Beckwith	Karen	CAS/Political Science
Bendik-Keymer	Jeremy	CAS/Philosophy
Benza	Michael	Law School
Berezovsky	Jesse	CAS/Physics
Bernhofer	Esther	Nursing School
Bilimoria	Diana	WSOM/Organizational Behavior
Bissada	Nabil	Dental School/Periodontics
Black	Tim	CAS/Sociology
Bohan	Christopher	CAS/Theater
Borawski	Elaine	CSOM/Nutrition
Boyatzis	Richard	WSOM/Organizational Behavior

Brady-Kalnay	Susann	CSOM/Molec. Biology and Microbiology
Braun	Karen	WSOM/Accountancy
Briggs	Farren	CSOM/Pop. Quant. Health Sci
Broich	John	CAS/History
Brown	Robert	CAS/Physics
Bruchez	Anna	CSOM/Pathology
Brunengraber	Henri	CSOM/Nutrition
Bryan	Singelyn	CSOM/Anatomy
Bryan	Singelyn	CSOM/Anatomy
Buchanan	George Richard	WSOM/Design & Innovation
Buchner	David	CSOM/Genetics and Genome Sciences
Buck	Matthias	CSOM/Physiology and Biophysics
Burda	Clemens	CAS/Chemistry
Burden-Gulley	Susan	CAS/Biology
Burns	Jean	CAS/Biology
Bush	William	CSOM/Pop. Quant. Health Sci.
Butler	Jennifer	CAS/Psychological Sciences
Calandruccio	Lauren	CAS/Psychological Sciences
Calvetti	Daniela	CAS/Math., Applied Math., and Statistics
Cameron	Mark	CSOM/Pop. Quant. Health Sci.
Caner	Edward	CAS/Physics
Cao	Kaixiang	CSOM/Biochemistry
Capadona	Jeffrey	CSE/Biomedical Engineering
Caplan	Arnold	CAS/Biology
Carey	Paul	CSOM/Biochemistry
Carnish	Carli	Nursing School
Carter	Beth	CAS/Modern Language and Literature
Carter	Jennifer	CSE/Materials Science and Engineering
Case	Susan	WSOM/Organizational Behavior
Caterinacci	Denise	CAS/Modern Language and Literature
Cavusoglu	M. Cenk	CSE/Elec., Comp. and Systems Engineering
Chakravarty	Leena	CAS/Biology
Chapman	Katharine	Nursing School
Charnofsky	Eric	CAS/Music
Chatterjee	Sayan	WSOM/Design & Innovation
Chaudhary	Vipin	CSE/Computer and Data Sciences
Chen	Shu	CSOM/Pathology
Cheryl	Thompson	CSOM/Nutrition
Cheryl	Cameron	CSOM/Nutrition
Chottiner	Gary	CAS/Physics
Chupp	Mark	MSASS
Ciampaglia	Steve	CAS/Art History and Art
Ciccia	Angela	CAS/Psychological Sciences

Clingingsmith	David	WSOM/Economics
Clune	Michael	CAS/English
Cobb	Brian	CSOM/Pathology
Cobb	Tianna	UGEN/Physical Education and Athletics
Coen	Corinne	WSOM/Organizational Behavior
Cohen	Harlow	WSOM/Organizational Behavior
Colares	Juscelino F.	Law School
Conlon	Ronald	CSOM/Genetics and Genome Sciences
Connamacher	Harold	CSE/Computer and Data Sciences
Connell	Arin	CAS/Psychological Sciences
Cooke Bailey	Jessica	CSOM/Pop. Quant. Health Sci.
Copertari	Gabriela	CAS/Modern Language and Literature
Copi	Craig	CAS/Physics
Cowart	Georgia	CAS/Music and English
Crampton	David	MSASS
Crawford	Dana	CSOM/Pop. Quant. Health Sci
Crespo	Carlos	CAS/Chemistry
Croft	Darin	CSOM/Anatomy
Crofton	Andrew	CSOM/Anatomy
Croniger	Colleen	CSOM/Nutrition
Crown	Nicole	CAS/Biology
Cupar	Jennifer	Law School
Curtis	Jacqueline	CSOM/Pop. Quant. Health Sci.
Curtis	Andrew	CSOM/Pop. Quant. Health Sci.
Cynthia	Hatcher	CSE/Elec., Comp., and Systems Engineering
Dai	Xinghong	CSOM/Physiology and Biophysics
Daley	Margaret	CAS/Modern Language and Literature
Daltorio	Kathryn	CSE/Mechanical Engineering
Damato	Elizabeth	Nursing School
Dannefer	Dale	CAS/Sociology
Davis	Jill	CAS/Theater
de Boer	Piet	CSOM/Molec. Biology and Microbiology
De Guire	Mark	CSE/Materials Science and Engineering
Deal	William	CAS/Cognitive Science
Dealwis	Chris	CSOM/Pharmacology
Debeljak	Greg	UGEN/Athletics
Debra	McGivney	CSOM/Biomedical Engineering
Decker	Michael	CSOM/Physiology and Biophysics
Deimling	Gary	CAS/Sociology
Demaree	Heath	CAS/Psychological Sciences
Deneris	Evan	CSOM/Neurosciences
Desai	Amar	Cancer Center
Diamond	Sarah	CAS/Biology

Dimitropoulos	Anastasia	CAS/Psychological Sciences
Doho	Gilbert	CAS/Modern Language and Literature
dolansky	mary	Nursing School
Douglas	Sara	Nursing School
Driscoll	Diana	CAS/Physics
Drummond	Colin	CSE/Biomedical Engineering
Drushel	Richard	CAS/Biology
Dubaniewicz	Amelia	Dental School/Comprehensive care
Dubyak	George	CSOM/Physiology and Biophysics
Dunn	Liam	Law School
Duval	Christine	CSE/Chem. and Biomol. Engineering
Edguer	Marjorie	MSASS
Emmons	Kimberly	CAS/English
Eppell	Steven	CSE/Biomedical Engineering
Erdmans	Mary	CAS/Sociology
Ernest	Jonathan	WSOM/Economics
Ernsberger	Paul	CSOM/Nutrition
Evenden	Jeremy	MSASS
Exline	Julie	CAS/Psychological Sciences
Exner	Agata	CSOM/Radiology
Farkas	Kathleen	MSASS
Fawcett	Cara	Dental School/Comprehensive Care
Feeny	Norah	CAS/Psychological Sciences
Fink	Stephen	Cancer Center
Fischer	Rob	MSASS
Fitzpatrick	Joyce	Nursing School
Flannery	Daniel	MSASS
Flint	Christopher	CAS/English
Flores	John	CAS/History
Flynn	Karen	MSASS
Fogarty	Timothy	WSOM/Accountancy
Fox	Jessica	CAS/Biology
Frank	Scott	CSOM/Pop. Quant. Health Sci.
Freedman	Darcy	CSOM/Pop. Quant. Health Sci.
French	Shannon	CAS/Philosophy
Friel	David	CSOM/Neurosciences
Fu	Pingfu	CSOM/Pop. Quant. Health Sci
Galbraith	Gary	CAS/Dance
Galeski	Janine	Nursing School
Gao	Xuan	CAS/Physics
Garfield	James	UGEN/Physical Education and Athletics
Garvin	Jeffrey	CSOM/Physiology and Biophysics
Geller	Jay	CAS/History

Gentry	Hollie	Nursing School
Gerhard	Scott	MSASS
Gerken	Thomas	CSOM/Biochemistry
Gertsman	Elina	CAS/Art History and Art
Ghannoum	Mahmoud	CSOM/Dermatology
Ghosh	Santosh	Dental School/Biological Sciences
Golczak	Marcin	CSOM/Pharmacology
Goldberg	Michael	WSOM/Design & Innovation
Goldmark	Daniel	CAS/Music
Goldstein	Melvyn	CAS/Anthropology
Goodman	Wendy	CSOM/Pathology
Gordon	Richard	Law School
Gott	Jonatha	CSOM/Biochemistry
Gran	Brian	CAS/Sociology
Gray	Thomas	CAS/Chemistry
Greksa	Lawrence	CAS/Anthropology
Grimberg	Brian	CSOM/Pathology
Grimm	Mary	CAS/English
Groza	Victor	MSASS
Guo	Weihong	CAS/Math., Applied Math., and Statistics
Gupta	Anurag	WSOM/Banking and Finance
Gurarie	David	CAS/Math., Applied Math., and Statistics
Gurkan	Burcu	CSE/Chem. Biomolecular Engineering
Gurkan	Umut	CSE/Mechanical and Aerospace Engineering
Gurski	Nick	CAS/Math., Applied Math., and Statistics
Gustaferro	Richard	Dental School
Gustafson	Kenneth	CSE/Biomedical Engineering
Hagiwara	Takao	CAS/Modern Language and Literature
Haines	Jonathan	CSOM/Pop. Quant. Health Sci.
Hand	Rosa	CSOM/Nutrition
Hardaway	Ayesha	Law School
Harris	Ann	CSOM/Genetics and Genome Sciences
Harris	Stephanie	CSOM/Nutrition
Harte	Peter	CSOM/Genetics and Genome Sciences
Harvey	Ralph	CAS/Earth, Environ. and Planetary Sci.
Hatsuo	Ishida	CSE/Macromol. Sci. and Engineering
Hauck	Steven	CAS/Earth, Environ., and Planetary Sci.
Haufe	Chris	CAS/Philosophy
Hayes	Me'Chelle	Nursing School
Haynesworth	Stephen	CAS/Biology
Haywood	Valerie	CAS/Biology
Heather	Broihier	CSOM/Neurosciences
Helton	Benjamin	CAS/Music

Hengehold	Laura	CAS/Philosophy
Herin	Angelina	CAS/Theater
Hinczewski	Michael	CAS/Physics
Hinterbichler	Kurt	CAS/Physics
Hinze	Susan	CAS/Sociology
Hodges	Craig	CSOM/Genetics and Genome Sciences
Hodgetts	Matthew	CAS/Political Science
Hoffer	Lee	CAS/Anthropology
Hoffman	Sharona	Law School
Hoffman	Heather	MSASS/CEBP
Holmes	Megan	MSASS
Honsky	Jesse	Nursing School
Hopkins	Julie	Nursing School
Horn	Mary Ann	CAS/Math., Applied Math., and Statistics
Horvath	Kathleen	CAS/Music
Hoskin	Jessica	Nursing School
Hostler	Stephen	CSE/Mechanical and Aerospace Engineering
Howe	Justine	CAS/Religious Studies
Huang	Ming-Chun	CSE/Elec., Comp., and Systems Engineering
Huang	Stanley	CSOM/Pathology
Huichun	Zhang	CSE/Civil and Environm. Engineering
Hurley	Michael	CAS/Math., Applied Math., and Statistics
Hussey	David	MSASS
Iannadrea	Jean	Dental School/Comprehension Care
Inouye	Kevin	CAS/Theater
Irina	Pikuleva	CSOM/ Ophthalm. and Visual Sciences
Iversen	Paul	CAS/Classics
Iyengar	Sudha	CSOM/Pop. Quant. Health Sci.
Izen	Steven	CAS/Math., Applied Math., and Statistics
Jack	Anthony	CAS/Philosophy
Jackson	Mark	CSOM/Pathology
Jackson	Molly	Nursing School
Jaffe	Daniel	Law School
James	Spilsbury	CSOM/Pop. Quant. Health Sci.
Janesh	Bill	CAS/Astronomy
Jankowsky	Eckhard	CSOM/Biochem., Centr for RNA & Therap.
Janna	Kiselar	CSOM/Nutrition
Jasinevicius	Theresa	Dental School
Jastrzebska	Beata	CSOM/Pharmacology
Jenkins	Michael	CSOM/Biomedical Engineering
Jenkins	Denver	Dental School/Comprehensive Care
Jewell	Megan	CAS/English
Jin	Ge	Dental School/Biological Sciences

Jolly	Emmitt	CAS/Biology
Jones	Stephen	CSOM/Physiology and Biophysics
Joseph	Jay	Dental School/Comprehensive Care
Juniper	Kathleen M	Nursing School
Juratovac	Evanne	Nursing School
Kabirian	Alireza	WSOM/Operations
Kahana	Eva	CAS/Sociology
Kao	Hung-Ying	CSOM/Biochemistry
Karakurt	Gunnur	CAS/Psychiatry
Karathanasis	Stathis	CSOM/Biomedical Engineering
Karn	Jonathan	CSOM/Molec. Biology and Microbiology
Kash	Kathleen	CAS/Physics
Katz	David	CSOM/Neurosciences
Kay	McNeal	CAS/Psychological Sciences
Kazemian	Pooyan	WSOM
Kelley	Jessica	CAS/Sociology
Kelling	Connie	Nursing School
Kharangate	Chirag	CSE/Mechanical and Aerospace Engineering
Killion	Cheryl	Nursing School
Kim	Chin-Tai	CAS/Philosophy
Kim-Mozeleski	Jin	CSOM/Pop. Quant. Health Sci.
Kisley	Lydia	CAS/Physics
Knighton	Shanina	Nursing School
Knox	Peter	CAS/Classics
Koenigsberger	Kurt	CAS/English
Kolosionek	Jerry S	Dental School/Comprehensive Care
Kong	Qingzhong	CSOM/Pathology
Koops	Lisa	CAS/Music
Korbin	Jill	CAS/Anthropology
Korsmo	Charles	Law School
kostritsky	juliet	Law School
Koyuturk	Mehmet	CSE/Computer and Data Sciences
Kraus	Allison	CSOM/Pathology
Kretschmar	Jeff	MSASS
Kruszynski	Richard	MSASS
Ku	Raymond	Law School
Kube	Dianne	CAS/Biology
Kuemerle	Barbara	CAS/Biology
Lacks	Daniel	CSE/Chem. Biomolecular Engineering
LaFramboise	Thomas	CSOM/Genetics and Genome Sciences
Lagerlof	Peter	CSE/Materials Science and Engineering
LaManna	Joseph	CSOM/Physiology and Biophysics
Lambrecht	Walter	CAS/Physics

Landau	Uziel	CSE/Chem. Biomolecular Engineering
Landers	Michael	Dental School
Lanese	Kathleen	UGEN/Physical Education and Athletics
Langer	Joel	CAS/Math., Applied Math., and Statistics
Lathers	Marie	CAS/Modern Language and Literature
Lavelle	Kathryn	CAS/Political Science
Ledford	Kenneth	CAS/History
Lee	Irene	CAS/Chemistry
Lee	Zhenghong	CSOM/Radiology
Leitman	Marshall	CAS/Math., Applied Math., and Statistics
Levine	Alan	CSOM/Molec. Biology and Microbiology
Lewandowski	John	CSE/Materials Science and Engineering
Lewicki	Michael	CSE/Computer and Data Sciences
Li	Yue	CSE/Civil and Environm. Engineering
Li	Jing	CSE/Computer and Data Sciences
Li	Bo	CSE/Mechanical and Aerospace Engineering
Li	Xiao	CSOM/Biochemistry
Liang	Fu-Sen	CAS/Chemistry
Liao	Ya-Ting	CSE/Mechanical and Aerospace Engineering
Licatalosi	Donny	CSOM/Biochemistry
Lin	Wei	CSE/Elec., Comp. and Systems Engineering
Lincoln	Sarah Hope	CAS/Psychological Sciences
Lindell	Deborah	Nursing School
Liu	Chung Chiun	CSE/Chem. Biomolecular Engineering
Lodowski	David	CSOM/Nutrition
Lolli	Greggory	UGEN/Physical Education and Athletics
Loparo	Kenneth	CSE/Elec., Comp. and Systems Engineering
Lou	Hua	CSOM/Genetics and Genome Sciences
Loue	Sana	CSOM/Bioethics
Lovell	Rachel	MSASS
Lower	Amy	Nursing School
Lu	Zheng-Rong	CSE/Biomedical Engineering
Luck	Richard	CAS/Astronomy
Ludington	Susan	Nursing School
Lyytinen	Kalle	WSOM/Design & Innovation
MacDonald	Paul	CSOM/Pharmacology
Macnamara	Brooke	CAS/Psychological Sciences
Madabhushi	Anant	CSE/Biomedical Engineering
Mahabaleshwar	Ganapati	CSOM/Pathology
Maia	Joao	CSE/Macromol. Sci. and Engineering
Manas-Zloczower	Ica	CSE/Macromol. Sci. and Engineering
Mansfield	Cathy	Law School
Mark	Aulisio	CSOM/Bioethics

Markt	Sarah	CSOM/Pop. Quant. Health Sci.
Marling	William	CAS/English
Martin	Ryan	CAS/Biology
Martin	Ina	CAS/Physics
Mathur	Kamlesh	WSOM
Matreyek	Kenneth	CSOM/Pathology
Matthiesen	David	CSE/Materials Science and Engineering
Maxwell	Brian	CSE/Mechanical and Aerospace Engineering
Mazanec	Susan	Nursing School
McCall	Peter	CAS/Earth, Environ., and Planetary Sci.
McClary	Susan	CAS/Music
McConnell	Kelly	Nursing School
McDonald	Patricia	Nursing School
McEnery	Maureen	CSOM/Neurology
McGee	Shanna Beth	CAS/Theater
McGrath	Janet	CAS/Anthropology
McIntyre	Cameron	CSOM/Biomedical Engineering
McMann	Kelly	CAS/Political Science
McManus	Catherine	CSOM/Nutrition
McMunigal	Kevin	Law School
McMunigal	Kevin	Law School
Mears	Jason	CSOM/Pharmacology
Mehregany	Mehran	CSE/Elec., Comp. and Systems Engineering
Mercer	Kathryn	Law School
Merrick	William	CSOM/Biochemistry
Messer	Tracey	WSOM/Organizational Behavior
Meyer	Drew	CAS/Chemistry
Michael	Zagorski	CAS/Chemistry
Michael	Pollino	CSE/Civil and Environm. Engineering
Michie	Marsha	CSOM/Bioethics
Mihos	Chris	CAS/Astronomy
Miller IV	Warren	UGEN/Physical Education and Athletics
Minnes	Sonia	MSASS
Miri Lavasani	Seyed Hossein	CSE/Elec., Comp. and Systems Engineering
Miron	Alexander	CSOM/Genetics and Genome Sciences
Miyagi	Masaru	CSOM/Pharmacology
Mizutani	Claudia	CAS/Biology
Mohseni	Pedram	CSE/Elec., Comp., and Systems Engineering
Monagan	Thomas	CAS/Physical Education and Athletics
Mondal	Anirban	CAS/Math., Applied Math., and Statistics
Monnier	Vincent	CSOM/Pathology
Montano	Monica	CSOM/Pharmacology
Moore	Pete	CAS/Political Science

Moss	Fraser	CSOM/Physiology and Biophysics
Mu	Tingwei	CSOM/Physiology and Biophysics
Mulheren	Rachel	CAS/Psychological Sciences
Nambisan	Satish	WSOM
Nance	Dale	Law School
Nanfito	Jacqueline	CAS/Modern Language and Literature
Nedelcu	Cristina	MSASS
Neil	Greenspan	CSOM/Pathology
Nelson	Suchitra	Dental School/Community Dentistry
Newmeyer	Casey	WSOM/Design & Innovation
Nguyen	Ann	MSASS
Nicholson	Jennifer	Nursing School
Niraj	Rakesh	WSOM
Nisenbom	Jean	CAS/Psychological Sciences
Nock	Nora	CSOM/Pop. Quant. Health Sci.
Oakley	Todd	CAS/Cognitive Science
Obeid	Rita	CAS/Psychological Sciences
Occhipinti	Rossana	CSOM/Physiology and Biophysics
O'Connell	Grant	Nursing School
Olbricht	Erika	CAS/English
Orlock	John	CAS/English
Osei-Owusu	Patrick	CSOM/Physiology and Biophysics
Overholser	James	CAS/Psychological Sciences
Overman	Laura	MSASS/Begun Center
Ozlem	Tulunoglu	Dental School/Pediatric Dentistry
Pandiyan	Pushpa	Dental School/Biological Sciences
Park	Eunyoung	CAS/Art History and Art
Parker	Shane	CAS/Chemistry
Parrill	Fey	CAS/Cognitive Science
Paul	Park	CSOM/ Ophthalm. and Visual Sciences
Pearson	Anthony	CAS/Chemistry
Perzanowski	Aaron	Law School
Philippidou	Pola	CSOM/Neurosciences
Phillips	Nelson	CSOM/Biochemistry
Pignatiello	Grant	Nursing School
Pink	John	Cancer Center
Pittman Claytor	Cassi	CAS/Sociology
Pizarro	Theresa	CSOM/Pathology
Popkin	Maggie	CAS/Art History and Art
Posner	Elliot	CAS/Political Science
Potter	Karen	CAS/Dance
Prince	Dana	MSASS
Protasiewicz	John	CAS/Chemistry

Przeworski	Amy	CAS/Psychological Sciences
Punales-Alpizar	Damaris	CAS/Modern Language and Literature
Pusztai-Carey	Marianne	CSOM/Biochemistry
Qi	Xin	CSOM/Physiology and Biophysics
Quinn	Roger	CSE/Mechanical and Aerospace Engineering
Rager	Andrea	CAS/Art History and Art
Ramachandran	Rajesh	CSOM/Physiology and Biophysics
Ramakrishnan	Parameswaran	CSOM/Pathology
Ramanujam	Vasudevan	WSOM/Design & Innovation
Reddy	Mohan	WSOM
Renner	Julie	CSE/Chem. Biomolecular Engineering
Reshmi	Parameswaran	CSOM/Dept. of Medicine
Ricchetti	Paul	Dental School/Periodontics
Riley-Behringer	Maureen	MSASS
Rimnac	Clare	CSE/Mechanical and Aerospace Engineering
Robertson	Cassandra	Law School
Rodionov	Valentin	CSE/Macromol. Sci. and Engineering
Rollins	Andrew	CSE/Biomedical Engineering
Rolock	Nancy	MSASS
Romaniuk	J Richard	MSASS
Roperto	Renato	Dental School/Comprehensive Care
Rosenblatt	Charles	CAS/Physics
Rossoff	Lawrence	Dental School
Rothenberg	Kathryn	CAS/Psychological Sciences
Rothman	Aviva	CAS/History
Ruhl	John	CAS/Physics
Rumor	Maddalena	CAS/Classics
Saab	Daniel	CSE/Elec., Comp. and Systems Engineering
Sadowsky	Jonathan	CAS/History
Safar	Jiri	CSOM/Pathology
Sahoo	Satya	CSOM/Pop. Quant. Health Sci.
Salas Atwell	Meghan	MSASS
Salerno	Matthew	Law School
Salz	Helen	CSOM/Genetics and Genome Sciences
Sam	Senyo	CSOM/Biomedical Engineering
Samia	Anna Cristina	CAS/Chemistry
Sarma	Deepak	CAS/Religious Studies
Sauve	Genevieve	CAS/Chemistry
Savinell	Robert	CSE/Chem. Biomolecular Engineering
Saylor	Beverly	CAS/Earth, Environ. and Planetary Sci.
Scacheri	Peter	CSOM/Genetics and Genome Sciences
Scallen	Catherine	CAS/Art History and Art
Schaffer	Martha	CAS/English

Schaffer	Ashleigh	CSOM/Genetics and Genome Sciences
Scherson	Daniel	CAS/Chemistry
Schiemann	William	Cancer Center
Schilling	William	CSOM/Physiology and Biophysics
Schiltz	Nicholas	Nursing School
Schmidt	Bryan	CSE/Mechanical and Aerospace Engineering
Schneider	James	Dental School/Comprehensive Care
Scott	Jerrold	CAS/Theater
Sehirlioglu	Alp	CSE/Materials Science and Engineering
Sen Gupta	Anirban	CSE/Biomedical Engineering
Sentilles	Renée	CAS/History
Shane	Scott	WSOM/Economics
Shepler	Richard	MSASS/Begun Center
Sheremeta	Roman M.	WSOM
Shi	Lihong	CAS/Anthropology
Shirai	Yasuhiro	CAS/Cognitive Science
Shive	Carey	CSOM/Pathology
Shoag	Dan	WSOM/Economics
Shoffstall	Andrew	CSE/Biomedical Engineering
Short	Elizabeth	CAS/Psychological Sciences
Silver	Jerry	CSOM/Neurosciences
Singer	David	CAS/Math., Applied Math., and Statistics
Singer	Kenneth	CAS/Physics
Singer	Lynn	CSOM/Pop. Quant. Health Sci
Singer	Mendel	CSOM/Pop. Quant. Health Sci.
Singer	Mark	MSASS
Singh	Neena	CSOM/Pathology
Singh	Jagdip	WSOM/Design & Innovation
Smith	Corey	CSOM/Physiology and Biophysics
Smith	Eric	Dental School/Comprehensive Care
Smith	Todd	Nursing School
Snider	Martin	CSOM/Biochemistry
Snyder	Robin	CAS/Biology
Solow	Daniel	WSOM
Somersalo	Erkki	CAS/Math., Applied Math., and Statistics
Song	Yeunjoo	CSOM/Pop. Quant. Health Sci.
Srinivasan	Rekha	CAS/Chemistry
Starkman	Glenn	CAS/Physics
Stein	Cathy	CSOM/Pop. Quant. Health Sci.
Steinberg	Ted	CAS/History
Stelzer	Julian	CSOM/Physiology and Biophysics
Stephens	John Paul	WSOM/Organizational Behavior
Sternberg	Rachel	CAS/Classics

Stewart	Phoebe	CSOM/Pharmacology
Still	Carolyn	Nursing School
Stojanov	Ivan	Dental School/Oral Medicine
Strangi	Giuseppe	CAS/Physics
Strassfeld	Robert	Law School
Strowbridge	Ben	CSOM/Neurosciences
Strychalski	Wanda	CAS/Math., Applied Math., and Statistics
Sudha	Chakrapani	CSOM/Physiology and Biophysics
Sun	Qian	CSOM/Neurosciences
Surewicz	Witold	CSOM/Physiology and Biophysics
Svetlana	Morozova	CSE/EMAC
Sy	Man-Sun	CSOM/Pathology
Tabuchi	Masashi	CSOM/Neurosciences
Tajima	Nami	CSOM/Physiology and Biophysics
Takao	Hagiwara	CAS/Modern Language and Literature
Tan	Jonathan	CAS/Religious Studies
Tartakoff	Laura	CAS/Political Science
Tartakoff	Alan	CSOM/Pathology
Tatsuoka	Curtis	CSOM/Pop. Quant. Health Sci.
Taylor	Philip	CAS/Physics
Taylor	Cyrus	CAS/Physics
Taylor	Derek	CSOM/Pharmacology
Taylor	Jessica	CSOM/Physiology and Biophysics
Tesar	Paul	CSOM/Genetics and Genome Sciences
Thomas	Peter	CAS/Math., Applied Math., and Statistics
Tisch	Daniel	CSOM/Pop. Quant. Health Sci.
Tiwari	Pallavi	CSOM/Biomedical Engineering
Tobin	Vera	CAS/Cognitive Science
Toly	Valerie	Nursing School
Tossone	Krystel	MSASS
Townsend	Aloen	MSASS
Trapl	Erika	CSOM/Pop. Quant. Health Sci.
Triolo	Ronald	CSOM/Biomedical Engineering
Tulunoglu	Ibrahim	Dental School
Turner	Jack	Law School
Turner	Mark	UGEN
Umrigar	Thrity	CAS/English
Vairaktarakis	George	WSOM/Operations
van den Akker	Focco	CSOM/Biochemistry
Van Orman	James	CAS/Earth, Environ. and Planetary Sci.
Vees-Gulani	Susanne	CAS/Modern Language and Literature
Vegh	David	CAS/Theater
Veigl	Martina	Cancer Center

Victoroff	Kristin	Dental School/Community Dentistry
Vinter	Maggie	CAS/English
Viswanath	Satish	CSOM/Biomedical Engineering
Voith	Laura	MSASS
Von Lintig	Johannes	CSOM/Pharmacology
von Recum	Horst	CSE/Biomedical Engineering
Voss	Joachim	Nursing School
Votrubá	Mark	WSOM/Economics
Vrettos	Athena	CAS/English
Wang	Susan	CSOM/Biochemistry
Wang	Zhenghe	CSOM/Genetics and Genome Sciences
Wang	Wenzhang	CSOM/Pathology
Wang	Yanming	CSOM/Radiology
Ward	Nicole	CSOM/Nutrition
Watowicz	Rosanna	CSOM/Nutrition
Wearsch	Pamela	CSOM/Pathology
Weinberg	Aaron	Dental School/Biological Sciences
Weiss	Gillian	CAS/History
Welsch	Gerhard	CSE/Materials Science and Engineering
Werner	Elisabeth	CAS/Math., Applied Math., and Statistics
Wheaton	Katie	CSE/Civil and Environm. Engineering
Whittingham	Tim	Dental School
Willard	Matthew	CSE/Materials Science and Engineering
Williamson	Patricia	CAS/Math., Applied Math., and Statistics
Willis	Mark	CAS/Biology
Winkelman	Chris	Nursing School
Wise	Jo Ann	CSOM/Biochemistry
Wish-Baratz	Susanne	CSOM/Anatomy
Wolff	Gabriella	CAS/Biology
Wu	Yinghui	CSE/Computer and Data Sciences
Wu	Qi	WSOM
Wutrich	Timothy	CAS/Classics
Wyatt	Newman	CSE/ Elec., Comp., and Systems Engineering
Xiao	Xusheng	CSE/Computer and Data Sciences
Xiao	Tsan	CSOM/Pathology
Xiong	Wen-Cheng	CSOM/Neurosciences
Xiong	Heyu	WSOM/Economics
Xu	Kui	CSOM/Physiology and Biophysics
Yang	Peter	CAS/Modern Language and Literature
Yang	Sichun	CSOM/Nutrition
Yang	Shitao	WSOM/Operations
Ye	Fanny	CSE/Computer and Data Sciences
Yee	Vivien	CSOM/Biochemistry

Yoo	Youngjin	WSOM/Design & Innovation
Youngner	Stuart	CSOM/Bioethics
Yu	Xin	CSE/Biomedical Engineering
Yu	Edward	CSOM/Pharmacology
Yuan	Chris	CSE/Mechanical and Aerospace Engineering
Zabell	Michael	Dental School/Comprehensive Care
Zauszniewski	Jaclene	Nursing School
Zehavi	Idit	CAS/Physics
Zhang	Shulei	CAS/Physics
Zhang	Huichun	CSE/Civil and Environm. Engineering
Zhang	Mei	CSOM/Biomedical Engineering
Zhang	Youwei	CSOM/Pharmacology
Zhao	Longhua	CAS/Math., Applied Math., and Statistics
Zhou	Lan	CSOM/Pathology
Zhu	Lei	CSE/Macromol. Sci. and Engineering
Zhu	Xiaofeng	CSOM/Pop. Quant. Health Sci
Ziats	Nicholas	CSOM/Pathology
Zigmond	Richard	CSOM/Neurosciences
Zimmerman	Peter	CSOM/Pathology
Zimmermann	Elizabeth	Nursing School

----- Forwarded message -----

From: **Scott Cowen** <ssc@case.edu>

Date: Thu, Apr 29, 2021 at 2:07 PM

Subject: Re: Letter of CWRU Faculty re. Plan A FY21 retirement contributions and salary increase

To Faculty Signatories of the April 27 Letter Regarding Compensation:

I write in response to your letter regarding this fiscal year's salary freeze and suspension of employer retirement contributions (Plan A).

First, however, I want to express my deepest gratitude to all of our faculty and staff for the extraordinary dedication shown throughout this pandemic. Despite tremendous uncertainty regarding COVID-19's risk and spread, you ensured that education and research continued, and that hundreds of students could return to campus. Like you, I very much hope that a "return to normalcy" is approaching soon.

The progress that vaccines made possible has allowed us to include reinstatement of employer contributions and salary increases for the upcoming fiscal year. We also anticipate lifting the hiring freeze for the next academic year. As you may recall, when Provost Vinson and I met with each of the schools last semester and this semester, we discussed the topic and goal of restoring Plan A contributions at some level based on the university's financial situation this fiscal year. Likewise, in discussions with the Faculty Senate Finance Committee as early as November, Chief Financial Officer John Sideras has emphasized that some portion of the Plan A restoration "is considered a priority," should the university have unspent COVID-19 reserve funds this year and clarity regarding next year's budget. Given the many surprises COVID-19 has presented over the past 13 months, John has also noted that a decision on Plan A would need to wait until we had more financial information—specifically, late spring. In contrast to our Plan A communications there has been no discussions of salary increases for this year. Fortunately, as of this writing, our financial condition is better than this time last year, and we hope those circumstances continue. As I have previously stated, I will provide an update on the FY 2021 Plan A contributions before the end of May.

Thank you again for all you have done for CWRU during this pandemic.

Scott Cowen
Interim President



May 16, 2021

RE: Summary Report of Faculty Senate activities for the 2020-2021 academic year

To Dr. Jennifer McBride, Faculty Council chair:

To Dr. Nicole Deming:

To SOM Faculty Council representatives:

To all faculty at the SOM:

Alan D. Levine, Ph.D.
Professor of Molecular Biology and Microbiology
Professor of Pathology
Professor of Pharmacology
Professor of Medicine
Division of Gastroenterology and Liver Disease
Professor of Pediatrics
Professor of General Medical Sciences/Oncology
Professor of Biological Sciences, School of Dental Medicine

Co-Director, Center for AIDS Research
Graduate Program Director, Molecular Biology & Microbiology
Director, Training Program in HIV Cure (NIH-supported T32)
Director, CWRU Addiction Alliance
Case Comprehensive Cancer Center
Skin Diseases Research Center

Past-Chair, Faculty Senate

Case Western Reserve University
School of Medicine (Wood W217C)
10900 Euclid Avenue
Cleveland, Ohio 44106-4960

Voice: (216) 368-0342
FAX: (216) 368-3055
e-mail: alan.levine@case.edu

Approval of new and modified university policies and academic programs:

- Weatherhead: MBA in Health Care Management
- Weatherhead: MS Fintech
- SOM: Certificate in Experimental Biotechnology
- Law: Certificate Program in Compliance & Risk Management
- Law: Specialty Certificate Program in Compliance & Risk Management
- Law: Master's Program in Compliance & Risk Management
- CSE: OnLine delivery of Approved MS in Computing and Information science
- Weatherhead: Design change in MS in Positive organizational Development and Change
- SODM: By-Laws revisions
- Weatherhead: Master of Healthcare Management
- Weatherhead: Master of Business Analytics and Intelligence
- Weatherhead: Master of Supply Chain Management
- Weatherhead: Master of Finance
- Law: Master of Arts (Law)
- SOM: By-Laws revisions
- CSE: MS program from "Computing and Information Science" to "Computer Science"
- CSE: PhD program from "Computing and Information Science" to "Computer Science"
- CSE: By-Laws revisions
- MSASS: Rename MSSA to MSW
- SOM: Modifications to Master of Science in Anesthesia
- School of Nursing: Leadership Excel and Achievement Program (LEAP) certificate
- School of Nursing: Closure of the MSN Nursing Education Program for accreditation
- CSE: Graduate level University Certificate Program in Applied Data Science.

Faculty Senate committee reports:

- Faculty Senate Women committee: The need for Gender-Equitable Response Measures for Women at CWRU during COVID-19
- Faculty Senate Committee on Minority Affairs: Statement that diversity, inclusion, and equity are sacred values for our campus – Action Plan
- FS Honorary Degree committee process and choices
- Faculty Senate Committee on Information and Communication Technology
- Faculty Senate Committee on Graduate Studies
- Faculty Senate Committee on Research
- Faculty Senate Committee on Faculty Personnel
- Faculty Senate Nominating Committee
 - Announcement of Candidates for Chair-Elect
 - Nominating Committee Process of Chair-Elect
- Women Faculty Senate Committee
- Announcement of Faculty Senate Chair-Elect AY 2021-2022
- Announcement of Faculty Senate Executive Committee members for AY 2021-2022
- Announcement of School Elected Faculty Senators for 3-year terms
- Standing Faculty Senate Committee on University Libraries

Guest Reports:

- Supporting students in a Pandemic
- Supporting Faculty and Staff in during COVID
- Selection of Single Insurance Plan Administrator
- COVID-19 Campus Vaccination plan
- Report from the Conciliation Counselor
- Town Halls scheduled on Library proposal on “open Access”
- Library Funding Task Force Update
- Faculty Open Access Policy Introduction and Discussion
- Updated Grant Submission Policy
- COVID Survey Results – Faculty Questionnaire

Interim President, Provost, and FS Chair Announcements:

- Continuing initiative to increase the recruitment of faculty recruitment and retention for disenfranchised and underrepresented populations
- Inviting an expert panel focusing on highlighting approaches and strategies to help address systemic structural problems in STEM disciplines
- ACES+ funding will increase \$60,000 per year by 2025
- Library’s COVID-related budget reduction of \$470,000. Provost said that approximately \$350,000 has been identified to cover the majority of the budget cuts, \$250,000 from capital, and the library has identified another \$100,000 from its endowment income to halt the cancellation of content
- Moving ahead with a Libraries Task Force, co-chaired by Mitchell Drumm and Chuck Rozek
- MSASS Dean’s search is underway, co-chaired by Dean Joy Ward (CAS) and Distinguished University Professor Claudia Coulton from the Mandel School of Applied Social Sciences
- FSCUE led several different committees that tested out teaching modalities and provided reports that have kept the Senate informed and helped University administration
- Graduate Studies approved many new programs that have assured that all of the schools were ready to generate additional resources in a year, when all schools were asked to cut 10% out of their budget

- Collaboration with many institutions and the State of Ohio for a new Cleveland Innovation District, expected to generate 20,000 jobs in the state over the next decade
- Extending the 1-year extension of the pretenure period for faculty beginning their appointment at CWRU between January 1st and June 30th, 2021
- July 1st the university intends to resume in person course delivery, research activities and increased student residence capacity, as well as other campus operations
- University is maintaining their emergency designation, to allow for as much flexibility as possible
- In person classroom delivery will be the planning default that will be using for the fall
- Convocation Celebration will be remote. Diploma Ceremonies will be in person

Important votes or approvals:

- The 5-year Academic [21-26] calendar was approved
 - With the recognition that the January-mester in 2021 was a success, and after FSCUE review may be added to calendar permanently
- COVID Impact statement in Promotion and Tenure files
- Streamlining J-1 Visa Process
- FSCUE Admissions Policy Proposal – Test Optional Pilot
- *Ad hoc* COVID-19 Pandemic Impact Committee license was extended by 12 months
- Time Zone Resolution: Faculty may not require students to take any graded assessments outside of the hours from 8 a.m. to 10:30 p.m. in the time zones where they live.
- Resolution on John Carroll University and Budgetary Hardship
- Faculty Senate Executive Committee members for AY 2021-2022
- Senate Standing Committee Chairs for AY 2021-2022
- Senate Standing Committee Member Rosters for AY 2021-2022
- School of Nursing: Closure of the MSN Nursing Education Program for accreditation

Critical upcoming events:

- May 18, 2021; 3:30 pm; End of Year Senate Budget meeting:
<https://cwru.zoom.us/j/92985665820?pwd=TDRXUWdtdXZCUXVTWldGcDZOYVBBZz09>
 (ID: 92985665820, passcode: 072316)
- May 20, 2021; 10 am; Emergency FS EX Com meeting (Levine only)
- May 20, 2021; 1 pm; Emergency Faculty Senate Meeting: Plan A, Salary increases, Shared governance

Respectfully submitted,



Alan D. Levine [electronically submitted]