

**Faculty Council Meeting**  
**Meeting Minutes**  
June 12, 2023 (Hybrid Meeting)

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:03-4:07PM	Welcome and Chair Announcements	Darin Croft	<p>The Chair called the meeting to order at 4:03PM. Dr. Croft reminded the members that we are electing Chair-Elect, Faculty Council Steering Committee Members, and Faculty Council members to serve on the Nomination and Elections Committee. An email with the ballot link has already gone out. Voting will be open until noon on Friday, June 16. To date, fifty-five Faculty Council members have not yet voted. The elections for the standing committees have been completed and the NEC is in the process of validating the results.</p> <p>Juneteenth (Monday, June 19 – CWRU is closed) will be celebrated with a cookout on June 20 at noon at the Kelvin Smith Library Oval. Pride month will be celebrated with a variety of activities including a panel discussion with representatives from each campus on LGBTQ+ Healthcare Across the Five Campuses, June 21, noon to 1:00PM virtual zoom.</p> <p>FRAME for junior faculty (up to assistant professor) applications are due June 23. The fee is \$450 and can be paid by the individual or their department.</p> <p>This is the last Faculty Council Meeting of the academic year. A new member orientation (open to all members) is scheduled for September 11, at noon. Faculty Council Meetings will resume on September 18<sup>th</sup>. at which time Bill Schiemann will provide an update on research (originally on today’s agenda but rescheduled due to other obligations).</p>	

4:07-4:12PM	Dean's Announcements	Dean Gerson	<p>The Dean stated that there has been a very active dialogue regarding the promotion and tenure processes for the SOM. The ad hoc CAPT has completed most of the institutional reviews. We are going to have to make serious assessments for the current processes for promotions and tenure. The committee is also actively listening to leaders of each of our institutions for their perspective on approaches to appointments and promotions for investigators and educators.</p> <p>Support criteria needs to be developed for clinical educators, clinical investigators, and clinicians, etc., who deserve the opportunity to be promoted. Criteria would be distributed more conscientiously for award of tenure, e.g. separating promotion to associate professor and award of tenure, and would make it easier for clinician colleagues to be promoted. It may take 4-6 months to streamline the approach in a definitive manner and support the Dean as he navigates the process.</p> <p>The Dean has begun meeting with the chairs of the departments to introduce a 5-year departmental review (still in the discovery phase). An announcement about the chairs of Pharmacology and Genetics should go out within the next 1-3 weeks.</p> <p>The Provost search is in the process of formulating a committee and plans to launch a national search before the start of the 2023-34 academic year, completing the process by December 31. The SOM Dean will be involved in the search process. President Kaler has named College of Arts and Sciences Dean Joy K. Ward as interim Provost.</p>	
4:12-4:13PM	Approval of the May Faculty Council Minutes	Darin Croft	When polled for edits of the May 12 Faculty Council Meeting minutes, no suggestions were made. As no one was opposed, the minutes are accepted as posted.	The minutes are accepted as posted by unanimous consent.
4:13-4:18PM	Faculty Council Steering Committee Report of Activities	Matthias Buck	Dr. Buck presented a summary report of activities for the June 5 Faculty Council Steering Committee meeting.	
4:18-4:53PM	Proposed Amendments to Articles 1-3 of SOM Bylaws (Bylaws Committee)	Peter Harte	The proposed Amendments to Articles 1-3 of SOM Bylaws (Bylaws Committee) are the first batch of amendments to come out of the 5-year review. Dr. Harte explained that the five articles, which are being amended, are quite uncontroversial and Faculty Council should be able	

	<p>Proposed Amendments to Articles 1-3 of SOM Bylaws (Bylaws Committee) (continued)</p>	<p>Peter Harte</p>	<p>to review the changes quickly. He went over the articles and the changes that were proposed. The document showing the old and new text, and the rationale behind the changes, is attached.</p> <p>It was suggested that the amendments be voted upon as a block excluding Section 2.6 which was then opened to the floor for discussion. The amendment to Section 2.6 was to delete “including the university program, the college program and the medical scientist training program (MSTP)”. Dr. Harte explained that in the charge it very clearly states the purpose of this listing so there is no need for this text.</p> <p>The Chair clarified that we are voting on approval of the amendments posted with the exception of 2.6a.</p>	<p>A motion was made by a FC representative and seconded by a FC representative, to delete this section. The floor was then opened for discussion</p> <p>A motion was made by a FC representative and seconded by a FC representative to end discussion on all other amendments. There were no objections to ending the discussion and move to a vote.</p> <p>A motion was made by a FC representative and seconded by a FC representative to approve the changes to articles 1, 2.1, 2.2, 2.6d, 3.5, and 3.6.</p> <p>Vote: 35 were in favor, 0 were against, and 3 abstained. The motion is approved.</p> <p>When polled, there were no objections to ending the discussion on article 2.6a and move to a vote.</p> <p>A motion was made by a FC representative and seconded by a FC representative to approve the deletion of the following text from 2.6a: “including the university program, the</p>
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			<p>When polled, there was no further discussion, and proceeded to a vote.</p>	<p>college program and the medical scientists training program (MSTP)”.</p> <p>Vote: 23 were in favor, 12 were against, and 4 abstained. The motion is approved.</p> <p>A motion was made by a FC representative and seconded by a FC representative to approve Amendment 2.6a with the text deleted.</p> <p>Vote: 33 were in favor, 2 were against, and 2 abstained. The motion is approved.</p>
4:53-4:55PM	Discussion of 5-Year Chair and Internal Departmental Reviews		<p>The Chair offered members an opportunity to discuss feedback on the 5 -year chair and internal departmental reviews proposal which the Dean will be instituting. The document with details is in the Faculty Council folder in BOX.</p> <p>It was noted that the proposal seems to have been favorably received. In the past it has been very productive, and always a good idea to solicit peer evaluations.</p>	
4:55-5:06PM	New Business		<p>Matthias Buck pointed out that the breakdown of Faculty Senate representation from the medical school has been discussed several times in the NEC meetings and puts forth the following motion, which does not require a second, and is open for discussion:</p> <p>“Motion to the Faculty Council of CWRU-SOM: endorsed by NEC on 6/12/23 6:1:1</p> <p>Whereas, the composition of Faculty Senators is an important aspect of their service, and whereas, the Faculty Senate should be representative of the diverse faculty members of the School of Medicine, including both basic science and clinical faculty members, and whereas, the current bylaws do not specify that the Nominating and Elections</p>	

			<p>(NEC) specify that at least two "basic science" department and at least two "clinical" department faculty member serve on the faculty senate, Be it resolved that the FC of CWRU-SOM requests that the Bylaws Committee generate a section of the bylaws specify that the NEC will make efforts to ensure that at least two "basic science" department and at least two "clinical" department faculty member serve on the faculty senate.</p> <p>This motion is intended to ensure that the Faculty Senate includes a diverse representation of the faculty members of the School of Medicine.”</p> <p>When the floor was opened for discussion, it was suggested that this should be a bylaws amendment, which would be favorable to the university while still being respectful of the electorate, and would promote diversity while still allowing latitude for the SOM to elect faculty senators. It was felt that it needed the bylaws committee to frame it and frame it correctly.</p> <p>Discussion was ended and it was suggested that a vote be made on this amendment that the Bylaws Committee clarify the language striving for something more definitive.</p>	<p>A motion was made by a FC representative and seconded by a FC representative to approve sending Matthias Buck’s amendment to the Bylaws Committee.</p> <p>Vote: 27 were in favor, 1 was against, and 4 abstained. The motion is approved.</p>
5:06-5:20PM	SOM Professional Conduct Committee	Cynthia Kubu	<p>Dr. Kubu provided an update on the ongoing work of the Professional Conduct Committee. In February of 2020, Faculty Council voted to create an ad hoc Committee on Professionalism tasked with identifying best practices with respect to professional codes of conduct for faculty, drafting a professional code of conduct for faculty in the SOM, and providing a recommendation on a Professional Conduct Committee if the ad hoc committee deemed it necessary. The ad hoc committee unanimously agreed.</p> <p>The role of the Professional Conduct Committee is to promote the highest ideals of professionalism in the SOM and serve as a</p>	

			<p>peer advisory committee for faculty, chairs and administration when professionalism lapses occur (professional lapses, not personal), and helping faculty the best they can so future lapses do not occur. It is not a disciplinary committee but serves as a resource to support professionalism. It is chaired with the responsibility of reviewing cases and providing support in situations. The Professional Conduct Committee will compliment, not supplant, the SOM Bylaws and CWRU Faculty Handbook. It is not intended to replace the standards for professional responsibility in the Faculty Handbook.</p> <p>This committee has three co-chairs. Representatives in psychiatry and psychology were included because often these lapses occurs due to psychological factors. Launching will be in mid-June. Access the Committee via ProfCond@Case.edu or the SOM Portal. While anonymous complaints can be made, they cannot be acted upon. Dr. Kubu stressed that the portal is a confidential manner of access.</p> <p>Members were chosen for this committee by requesting that leadership (from the five different campuses) identify individuals. In the future, it could very well be the case of elected vs. appointed. The committee is not disciplinary or punitive; it operates on the assumption that we all make mistakes. The committee works in concert with the Office of Equity.</p>	
5:20-5:25PM	Other New Business		<p>When solicited, there were no other topics of new business to be addressed. Dr. Croft invited everyone to join the reception after the meeting and thanked everyone for allowing him to serve as chair for the last 1-1/2 years. He wished Matthias Buck well as the new Faculty Council Chair, and thanked everyone for their service.</p>	
5:25PM	Adjourn		<p>There being no further items to be addressed, the Chair adjourned the meeting at 5:25PM.</p>	

**Present**

Robert Abouassaly  
Moises Auron  
Blaine (Todd) Bafus  
Neil Bruce  
Matthias Buck  
Aleece Caron  
Mohamad Chaaban  
Darin Croft  
Andrew Crofton  
Jonathan Emery  
Jessica Fesler  
Stephen Fink  
Stan Gerson

Ramy Ghayda  
Peter Harte  
Jessie Jean-Claude  
Andrew Jones  
Vijaya Kosaraju  
Erin Lamb  
Kelly Lebak  
David Ludlow  
Danny Manor  
Christopher McFarland  
Sam Mesiano  
Gillian Michaelson  
David Mihal

Dean Nakamoto  
Attila Nemeth  
Arne Rietsch  
Tamer Said  
Anastasia Rowland-Seymour  
Bryan Singelyn  
Usha Stiefel  
Ben Strowbridge  
Patricia Taylor  
Johannes von Lintig  
Robert Wetzel  
Sherry Yu  
Raed Zuhour

**Absent**

Alicia Aguilar  
Elvera L. Baron  
Corinne Bazella  
Bahar Bassiri Gharb  
Maura Berkelhamer  
Dan Cai  
Bryan Carroll  
Patrick Collier  
Margot Damaser  
Piet de Boer  
Meelie DebRoy  
David DiLorenzo  
Katherine DiSano  
Corinna Falck-Ytter  
Robert Geertman  
Rachael Gowen  
Matthew Grabowski  
Alia Hdeib

Amy Hise  
Peter K. Kaiser  
Eric W. Kaler  
Hung -Ying Kao  
Sadashiva Karnik  
Gaby Khoury  
Sangeeta Krishna  
Mallika Lavakumar  
Alan Levine  
Shawn Li  
Lia Logio  
Dan Ma  
Tani Malhotra  
Mariel Manlapaz  
Raman Marwaha  
Daniela Mehech  
William Merrick

Nathan Mesko  
Rocio Moran  
Cyrus Rabbani  
Elie Anthony Saade  
Linda Dalal Shiber  
Jacek Skowronski  
Courtney Smalley  
James (Jim) Strainic  
Phoebe Stewart  
Joseph Tagliaferro  
Nami Tajima  
Sarah Tehranisa  
Daniel Tisch  
Johannes von Lintig  
Ari Wachsman  
Mark Walker  
Wei Xiong

**Others Present**

Sarah Augustine  
Abigail Bassosn  
Nicole Deming

Joyce Helton  
Cynthia Kim  
Cynthia Kubu

Janice Lyons  
Scott Williams

# Today's agenda

1. Chair's Announcements (Darin Croft)
2. Dean's Announcements (Stan Gerson)
3. Approval of May Faculty Council minutes (Darin Croft)
4. Steering Committee report (Matthias Buck)
5. Proposed amendments to Articles 1-3 of SOM Bylaws (Peter Harte)
6. Feedback on 5-year internal departmental reviews
7. Update on Dean's Professional Conduct Committee (Cynthia Kubu)
8. New Business

***Reception following today's meeting***



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# Faculty Council Elections

- Voting ends tonight at 11:59 pm for the following offices:
  - **Chair-elect:** serves three contiguous one-year terms (chair-elect, chair, and past chair)
  - **Steering Committee (5 slots):** one-year term
  - **Nomination and Elections Committee (3 slots):** term is remainder of term as FC representative (either one or two years)

*Please cast your ballot if you haven't voted already!*



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University  
Hospitals



Cleveland Clinic



Metro  
Health



VA

U.S. Department  
of Veterans Affairs

# Annual Juneteeth Cookout

**Tuesday, June 20<sup>th</sup>, 12:00-1:30 pm**

**Kelvin Smith Library Oval**

- Sponsored by the Office for Diversity, Equity and Inclusive Engagement and the SOM
- Food will be provided—please [register](#) by Wednesday, June 14 (this Wednesday) to receive a plate.



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University  
Hospitals



Cleveland Clinic



**Metro  
Health**



**VA**

U.S. Department  
of Veterans Affairs

# Pride Month Featured Event

## VITALS: "LGBTQ+ Healthcare Across the Five Campuses"



Jason Lambrese, MD



Michelle Caster, MD



Cecile Ferrando, MD



Allison Myers, MD



Megan McNamara, MD

- **Wednesday, June 21, from noon to 1 p.m. EDT**
- Online event: register [here](#)



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# Applications for FRAME due June 23

## *Faculty Reaching for Academic Medical Excellence*

- Faculty development program for junior faculty (instructors, senior instructors, assistant professors)
- Seven sessions, monthly from August-March
- \$450, paid by department or applicant
- Link to apply: <http://bit.ly/3FWJ0pa>

**Contact Susan Freimark ([sbf@case.edu](mailto:sbf@case.edu)) with questions**



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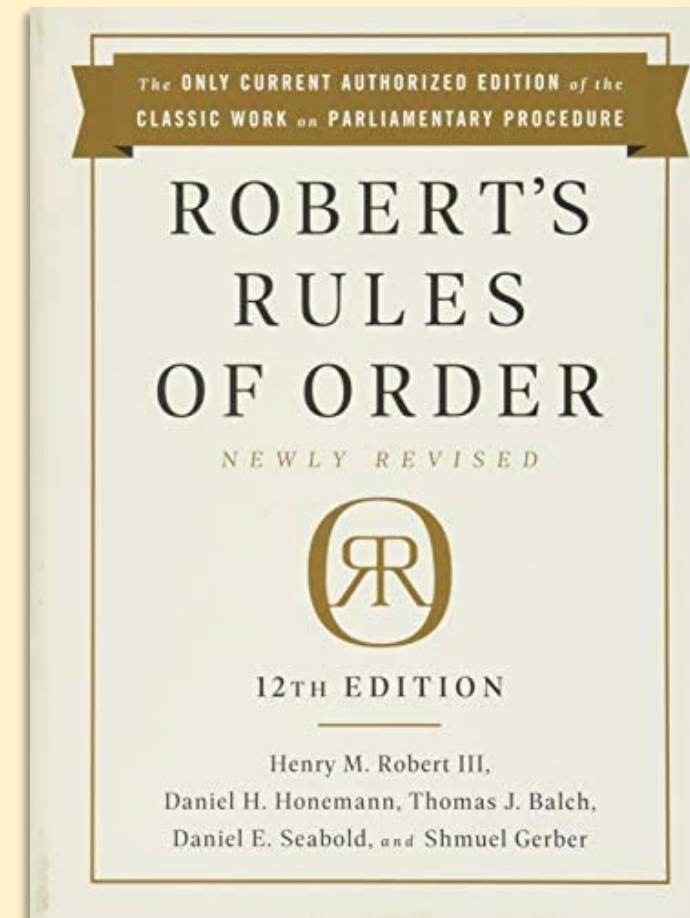
VA

U.S. Department  
of Veterans Affairs

# Robert's Rules Review:

## How to make and act on a motion

1. Motion is stated ("I move that...")
  - Motion must be seconded for debate to proceed!
2. Motion is debated
  - \* Please speak only once if others have not spoken\**
3. Debate proceeds until someone moves to end it
  - This must also be seconded!
4. Motion to end debate must be approved (by vote or consent)
5. After debate ends, a vote is taken on the motion





# Fall Faculty Council Meetings

- September 11 (optional)
  - New member orientation at noon
- September 25
  - Will include research update from Bill Schiemann (postponed from today)
- October 16
- November 20
- December 18

**Enjoy your summer!**



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University  
Hospitals



Cleveland Clinic



**Metro  
Health**



**VA**

U.S. Department  
of Veterans Affairs

**Faculty Council Meeting**  
**Draft Meeting Minutes**  
Monday, May 15, 2023

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:00-4:14PM	Welcome and Chair Announcements	Darin Croft	<p>The Chair called the meeting to order at 4:00PM. Dr. Croft stated that we will be having elections for Faculty Council positions that will open up soon after this meeting. The bylaws state that nominations can be taken from the floor for the three types of open slots: chair elect (consists of 3 contiguous one-year terms as chair elect, chair, and past chair), Steering Committee (five slots), Faculty Council members of the NEC (three slots).</p> <p>Nominations from the floor: Mathias Buck would like to nominate Alan Levine as Chair Elect; Dr. Levine accepts the Nomination. Moises Aaron and Attila Nemeth were nominated for Chair Elect; both accepted the nomination.</p> <p>As a point of information, Nicole Deming explained that candidates for chair elect will automatically be included in the Steering Committee candidate roster. FCSC is a one-year term. If you have remaining time on FC the term is tacked on. NEC representatives serve on the committee until their FC term ends.</p> <p>Those who have already submitted an application do not need to re-nominate themselves. Anyone that is nominated will be required to submit a statement of interest. No other nominations will open up again in new business.</p> <p>The Faculty Senate ad hoc committee on Shared Governance (Danny Manor Co-Chair) sent out a survey on May 9. They plan to resend it as some emails went to spam folders. All are encouraged to complete the survey. If you cannot find the email, eddie@case.edu (IT) can assist.</p> <p>In February, a motion was passed for recognition for extraordinary service which was to sent to the Faculty Senate for review. Their response was that it was not appropriate for the Faculty Senate; it will be taken up in the future in the School of Medicine.</p>	

			<p>Commencement is more complicated this year than in the past with a variety of activities being scheduled throughout the week. Wednesday, May 17, there is a clapout for all graduates on the Case quad; diplomas for graduate students will be received on Friday at 2:00 PM. Medical student graduation is Sunday. Faculty Council representatives should encourage their departments to attend. The link below will take you to the Commencement page which lists the details of the festivities.</p> <p><a href="https://case.edu/commencement/schedule-ceremonies">https://case.edu/commencement/schedule-ceremonies</a></p>	
4:14-4:17PM	Dean's Announcements		<p>The basic science chairs were recently polled, in response to a newsletter from the School of Law proudly announcing five newly tenured faculty, and whether or not we should pronounce newly tenured faculty and make prominent the tenured status of our faculty. This was also a follow up from discussion on promotions that took place at the Dean's Third Meeting of Faculty. Our chairs affirmed that they were comfortable with the status quo (you individually may so indicate but that the schools and department would not announce our faculty who are tenured).</p> <p>Faculty Council may want to take this up but the perspective of our chairs was that it was not in our best interest; it can be discussed if desired. If comfortable with the ongoing status, while we will not ignore, and may individually so note, we will not be pursuing public announcements or website spaces at the level of the school.</p> <p>It was noted that the Provost site does not mention tenure status, just promotions and ranks.</p>	Dean Gerson
4:17-4:18PM	Approval of the April Faculty Council Minutes	Darin Croft	When polled for edits of the April Faculty Council Meeting minutes, no suggestions for modifications were made. Since no one was opposed, the minutes are accepted as posted.	The minutes are accepted as posted by unanimous consent.
4:18-4:21PM	Faculty Council Steering Committee Report of Activities	Matthias Buck	Dr. Buck presented a summary report of activities for the May 1 Faculty Council Steering Committee meeting.	
4:21-4:38PM	Faculty Senate Report	Alan Levine	This is the final report of the academic year to SOM Faculty Council from the Faculty Senate Executive Committee and the Faculty Senate. Two special meetings were added (April 27, and May 11). The roster for the Hospital-based Faculty Tenure Committee was approved. Two members of the committee are directly impacted by the UH policy and contracts. To minimize any perception of a conflict of interest, all members of the committee will declare publicly how this UH policy	



4:21-4:38PM	Faculty Senate Report (continued)	Alan Levine	<p>impacts their activity and job responsibilities.</p> <p>The Bylaws state that Faculty Senate members must be physically present to vote. After much discussion, a compromise policy was created which states that Faculty senators must contact the Chair of the FS in advance and provide a reason why they cannot attend in person, based on a published set of conditions. The Chair will then grant Voting Rights to that individual in the Hybrid Meeting. Conditions may include: reasons of illness, specific concern of illness for themselves or close associates, caregiving for dependents, physical mobility limitations, and physical disabilities</p> <p>A number of year-end standing committee and other reports have been submitted. Please contact Dr. Levine if you would like to review them. The committee details are listed on his attached slide presentation.</p> <p>The report from the Conciliation Officer stated that very few complaints have come forward over the past two years. The new Campus Conciliation Counselor is Dr. Sandy Russ.</p> <p>There was a great deal of confusion and frustration over the announcement, more than a year ago, that CWRU-paid faculty would receive 8% raises. The actual average increase was 4% and varied by school/college. The remaining 4% went into the merit pool and was skewed toward the highly productive, higher income faculty. It was recommended that the deans and department chairs clearly define what is required during a performance review to receive “appropriate” compensation.</p> <p>A new subcommittee of the Ex-Com was established on Faculty Community and Well-being. It will provide a sounding board for faculty needs by entertaining suggestions posted to an open online forum, or holding meet-and-greet events where ideas can be discussed informally. Opportunities will be identified and structure provided to align and inspire thinking on cultivating community and supporting the health and well-being of university faculty when considering actions, processes, policies, and programming. The role of the Faculty Senate will be highlighted as the representative body of the Faculty and based upon input from ExCom representatives, next steps will be proposed that can be implemented in the short term.</p>	
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			<p>A community-wide approach will be formulated leading to the design of a well-being framework for faculty and next steps regarding framework implementation in the long term. Opportunities for collaboration, and fostering of potential synergies will be identified, both internal and external to the university; financial and other resources will be identified including spaces for university faculty to build connections. It is the hope that this will become a permanent commitment as opposed to ad hoc.</p> <p>This is Dr. Levine's last report as the last Faculty Senate Meeting of the academic year was held in May.</p> <p>Our new and continuing senators are Robert Bonomo, Michael Faulx, Elvira Baron, Soumya Chatterjee, Luis Tollinche, Anna Marie Hibbs, Federico Perez, Jamie Wood, Sarah Augustine, and Patrick Osei-Owusu.</p> <p>Provost Ben Vinson will be leaving CWRU on June 30 to assume the Presidency of Howard University. The interim Provost will be Dean Joy Ward From CAS.</p> <p>Dr. Levine will be rotating off the Faculty Senate and ExCom. Amy Hise thanked him for his service and for bringing these monthly reports to us. She suggested that the committee and instructional reports he referenced earlier be posted to the Faculty Council BOX site.</p>	
4:38-4:46PM	Revised Medical Student Admissions Committee Charge	Julian Stelzer	<p>Dr. Stelzer explained that the first change to the Revised Medical Student Admissions Committee Charge was to delete the phrase "to be eligible for membership on the committee, individuals should have completed at least one-year of applicant interviews for the University Program, College Program, or MSTP Program (10 interviews minimum)." He felt it limits the pool. The HEP interviewer pool is a captive size, and MSAC training is robust enough that the year of interview experience is not needed. No other committees have required service as a prerequisite.</p> <p>Second change – "The quorum required to conduct the committee's business shall be the presence of 50% or more of the voting members, (added) <u>with a majority of the voting members present being elected or appointed faculty members.</u>" Clearer language – facilitates the LCME self-study as part of the Medical School accreditation process.</p>	

4:38-4:46PM	Revised Medical Student Admissions Committee Charge (continued)	Julian Stelzer	<p>The Chair acknowledged a motion to approve (noting that a second was not required, since the motion was coming from a committee) the changes to the Medical Students Admissions Committee Charge.</p> <p>Dr. Croft reminded the council that they should feel free to put forward any additional nominations for chair elect, FCSC, or NEC.</p>	<p>A motion was made by a FC representative (second not required) to approve the changes to the Medical Students Admissions Committee Charge.</p> <p>Vote: 40 were in favor, 1 was against, and 3 abstained. The motion is approved.</p>
4:46-4:47PM	New Business		When polled, no new business items were suggested.	
4:47PM	Adjourn		There being no further items to be addressed, the Chair adjourned the meeting at 4:47PM.	

### **Present**

Moises Auron  
 Blaine (Todd) Bafus  
 Bahar Bassiri Gharb  
 Matthias Buck  
 Aleece Caron  
 Bryan Carroll  
 Mohamad Chaaban  
 Patrick Collier  
 Darin Croft  
 Margot Damaser  
 Katherine DiSano  
 Jonathan Emery  
 Jessica Fesler  
 Stephen Fink  
 Stan Gerson

Rachael Gowen  
 Peter Harte  
 Amy Hise  
 Jessie Jean-Claude  
 Andrew Jones  
 Hung -Ying Kao  
 Vijaya Kosaraju  
 Erin Lamb  
 Alan Levine  
 Dan Ma  
 Tani Malhotra  
 Danny Manor  
 Daniela Mehech  
 William Merrick  
 Sam Mesiano

David Mihal  
 Dean Nakamoto  
 Attila Nemeth  
 Elie Anthony Saade  
 Tamer Said  
 Linda Dalal Shiber  
 Bryan Singelyn  
 Courtney Smalley  
 Phoebe Stewart  
 Usha Stiefel  
 Nami Tajima  
 Patricia Taylor  
 Daniel Tisch  
 Wei Xiong  
 Sherry Yu

### **Absent**

Robert Abouassaly  
 Alicia Aguilar  
 Elvera L. Baron  
 Corinne Bazella  
 Maura Berkelhamer

Peter K. Kaiser  
 Eric W. Kaler  
 Sadashiva Karnik  
 Gaby Khoury  
 Sangeeta Krishna

Cyrus Rabbani  
 Arne Rietsch  
 Anastasia Rowland-Seymour  
 Jacek Skowronski  
 James (Jim) Strainic

**Absent (continued)**

Neil Bruce  
Dan Cai  
Andrew Crofton  
Piet de Boer  
Meelie DebRoy  
David DiLorenzo  
Corinna Falck-Ytter  
Robert Geertman  
Ramy Ghayda  
Matthew Grabowski  
Alia Hdeib

Mallika Lavakumar  
Kelly Lebak  
Shawn Li  
Lia Logio  
David Ludlow  
Mariel Manlapaz  
Raman Marwaha  
Christopher McFarland  
Nathan Mesko  
Gillian Michaelson  
Rocio Moran

Ben Strowbridge  
Joseph Tagliaferro  
Sarah Tehranisa  
Johannes von Lintig  
Ari Wachsman  
Mark Walker  
Robert Wetzel  
Leon R. White  
Samina Yunus  
Raed Zuhour

**Others Present**

Angela Basson  
Nicole Deming

Joyce Helton  
Cynthia Kim

Cynthia Kubu  
Julian Stelzer

Old

#### ARTICLE 1 - PURPOSE

These Bylaws of the Faculty of Medicine and all amendments adopted **as** hereinafter shall constitute the rules and regulations governing the conduct and procedures of the Faculty of Medicine in the performance of its duties and in the exercise of its authorized powers, as specified by the constitution of the University Faculty of Case Western Reserve University. They are intended **also** to facilitate **the participation of the clinical and adjunct faculty in organizing and executing the curriculum of the School of Medicine.**

New

#### ARTICLE 1 - PURPOSE

These Bylaws of the Faculty of Medicine and all amendments adopted hereinafter shall constitute the rules and regulations governing the conduct and procedures of the Faculty of Medicine in the performance of its duties and in the exercise of its authorized powers, as specified by the constitution of the University Faculty of Case Western Reserve University. They are also intended to **clarify the organizational structure of the School of Medicine and to facilitate rigorous participation by all faculty members in the scholarly, educational, and professional service activities of the school.**

*Rationales:*

*Line 1 (BC initiated, BC-approved: 1/12/23):*

*The word 'as' is not needed.*

*Lines 4-6 (BC initiated, BC-approved: 1/12/23):*

*The existing language is a holdover from the original bylaws text from 1978 and is now unclear and exclusive. Why only highlight clinical and adjunct faculty? And which curriculum does this refer to?*

*The proposed text is inclusive and better reflects the aspiration that the bylaws document serves the school and its faculty in more ways than as a compendium of current rules and regulations governing the conduct and procedures of the Faculty of Medicine.*

## ARTICLE 2 - THE FACULTY OF MEDICINE

Old

### 2.1: Membership of the Faculty of Medicine

The Faculty of Medicine shall consist of (1) regular faculty, defined as all persons who hold full-time appointments in the School of Medicine and who have unmodified titles at the rank of professor, associate professor, assistant professor, senior instructor, instructor, and (2) special faculty, those who hold these ranks modified by the adjective clinical, adjunct, visiting, or emeritus/a. **In addition, fifteen students, two elected from and by each of the four University Program medical school classes, two elected at-large from and by Cleveland Clinic Lerner College of Medicine ("CCLCM") students, two elected from and by M.D.-Ph.D. students, and three elected from and by medical school graduate students, shall act as non-voting student representatives.** The president of the university, **a** vice-president of the university responsible for medical school activities, and an administrative officer from and selected by each affiliated hospital shall be members of the faculty *ex officio*. The Dean of the School of Medicine shall furnish annually to the secretary of the University Faculty a list of all full-time members of the faculty. **(A full-time faculty member is one who is a member of the University Faculty as defined in the Faculty Handbook of Case Western Reserve University.)** The Faculty of Medicine shall create a Faculty Council to which it shall delegate all powers not reserved to itself (described below in Article 3).

New

### 2.1: Membership of the Faculty of Medicine

The Faculty of Medicine shall consist of (1) regular faculty, defined as all persons who hold full-time appointments in the School of Medicine and who have unmodified titles at the rank of professor, associate professor, assistant professor, senior instructor, instructor, and (2) special faculty, those who hold these ranks modified by the adjective clinical, adjunct, visiting, or emeritus/a. The president of the university, **the** vice-president of the university responsible for medical school activities, and an administrative officer from and selected by each affiliated hospital shall be members of the faculty *ex officio*. The Dean of the School of Medicine shall furnish annually to the secretary of the University Faculty a list of all full-time members of the faculty. A full-time faculty member is one who is a member of the University Faculty as defined in **Article I** of the Faculty Handbook of Case Western Reserve University. The Faculty of Medicine shall create a Faculty Council to which it shall delegate all powers not reserved to itself (described below in Article 3).

*Rationales:*

Lines 5-9 (BC-initiated and faculty suggestions, BC-approved: 5/11/23):

*The existing language is a holdover from the original bylaws text from 1978 and is confusing. Students are NOT members of the Faculty of Medicine, and should not be addressed in this section.*

*Moreover, it is both unclear when these positions were last filled, if ever, and what the expected activities of these representatives would be.*

*Please note that the representatives described here are distinct from the student members of the Faculty Council (described in Article 3.2) and from the student members of some of the standing committees of the Faculty of Medicine (see Article 2.6 and committee charge documents). Student members of Faculty Council and standing committees are well known and have clearly recognized and valued roles.*

Line 9 (BC-initiated, BC-approved: 5/11/23):

*There is only one 'vice-president of the university responsible for medical school activities' at any one time (i.e. the dean).*

Line 13 (BC-initiated, BC-approved: 5/11/23):

*More precise language.*

Old

## 2.2: Officers of the Faculty

The **president of the university and, in the president's absence or by the president's designation,** the dean of the School of Medicine **or the dean's representative,** shall be chair of the Faculty of Medicine. The chair of the Faculty Council shall serve as vice-chair of the Faculty of Medicine. The Faculty of Medicine shall have a secretary who shall be appointed by the dean. The Secretary shall provide to the Faculty of Medicine due notice of all Faculty and Faculty Council meetings and the agenda thereof and supply the minutes of each meeting in a timely manner. The office of the dean shall **be requested to** supply appropriate administrative support for these functions.

New

## 2.2: Officers of the Faculty

The dean of the School of Medicine shall be chair of the Faculty of Medicine. The chair of the Faculty Council shall serve as vice-chair of the Faculty of Medicine. The Faculty of Medicine shall have a secretary who shall be appointed by the dean. The Secretary shall provide to the Faculty of Medicine due notice of all Faculty and Faculty Council meetings and the agenda thereof and supply the minutes of each meeting in a timely manner. The office of the dean shall supply appropriate administrative support for these functions.

*Rationales:*

Line 1 (Dean-initiated, BC-approved: 5/11/23):

*The president and dean agree that chairing the Faculty of Medicine is not the president's responsibility, and it is neither mandated nor suggested in the Faculty handbook of CWRU.*

Line 2 (BC-initiated, BC-approved: 5/11/23):

*Chair of the Faculty of Medicine is a position that can/should not be delegated. This does not prevent the dean to delegate certain activities associated with this position, but s/he will remain chair.*

Line 6 (BC-initiated, BC-approved: 5/11/23):

*The existing language is a holdover from the original bylaws text from 1978 and is now illogical and outdated. Who exactly is to request the support, and can the office of the dean really refuse to support the dean-appointed secretary?*

*The proposed language simply states established practice.*



Old

2.6: Standing Committees of the Faculty of Medicine

a. The following Standing Committees shall be charged with specific responsibilities (as described more completely in each committee's Charge as approved by the Faculty Council):

(1) The Medical Student Admissions Committee shall participate in establishing admissions policies and procedures and in annual decision-making regarding individual medical student applicants to:  
a) the "University Program" at CWRU; b) the "College Program" at the Cleveland Clinic; and c) the Medical Scientist Training program (MSTP).

New

2.6: Standing Committees of the Faculty of Medicine

a. The following Standing Committees shall be charged with specific responsibilities (as described more completely in each committee's Charge as approved by the Faculty Council):

(1) The Medical Student Admissions Committee shall participate in establishing admissions policies and procedures and in annual decision-making regarding individual medical student applications to the Case Western Reserve University School of Medicine including the University Program, the College Program and the Medical Scientist Training program (MSTP).

*Rationales:*

Lines 5-6 (Dean-initiated, BC-approved: 4/13/23):

*To clarify the three programs in one School of Medicine, and to remove the quotations around the programs and the singling-out of the Cleveland Clinic.*

*One dissenting minority opinion: To the uninitiated reader of the bylaws it will be even less clear why the School offers both a University and College program to medical students, and how these differ. This is also not clarified anywhere else in the document.*

Old

#### 2.6: Standing Committees of the Faculty of Medicine

d. The dean shall be a member of all standing committees ex officio. Persons holding the office of assistant, associate, or vice dean may be regular members of any of these committees. Standing committees may include members holding the office of assistant, associate, or vice dean, as long as their number does not exceed 25% of the membership. The exception to this rule is the Committee on Medical Education, for which the number of members holding the office of assistant, associate, or vice dean, shall not exceed 40% of the membership. Persons holding the office of assistant, associate, or vice dean may not chair a Standing Committee of the Faculty. Membership rosters of all standing committees shall be published on the SOM website and updated annually by July 1 or when a change in the roster occurs.

New

#### 2.6: Standing Committees of the Faculty of Medicine

d. The dean shall be a member of all standing committees ex officio. Persons holding the office of assistant, associate, or vice dean may be regular members of any of these committees. Standing committees may include members holding the office of assistant, associate, or vice dean, as long as their number does not exceed 25% of the membership. The Committee on Medical Education and the Committee on Medical Students are exempt from this rule. For these committees, the number of members holding the office of assistant, associate, or vice dean, shall not exceed 40% of the membership. Persons holding the office of assistant, associate, or vice dean may not chair a Standing Committee of the Faculty. Membership rosters of all standing committees shall be published on the SOM website and updated annually by July 1 or when a change in the roster occurs.

*Rationale:*

Lines 5-6 (COMS-initiated, BC-approved: 3/9/23):

*The current composition of the COMS is in violation with the current bylaws text in that the COMS has a total of 25 members, 9 of which (=36%) hold assistant, associate, or vice deanships.*

*The COMS petitioned the Bylaws Committee to be allowed the same higher fraction of members holding assistant, associate, or vice deanships as the CMS, because including such members is hard to avoid in light of the type of work the COMS does; these non-voting members supply relevant information and are active and valued participants in the committee's deliberations.*

*The bylaws committee finds this petition very reasonable and proposes the updated text.*

Old

No text to be deleted.

New

### 3.5: Duties, Election and Succession of the Officers of the Faculty Council

Officers of the Faculty Council shall normally serve three contiguous one-year terms as chair-elect, chair, and past-chair, starting each position on the first of July of subsequent years.

a. Chair-elect. Each year in the month of May the Faculty Council shall elect a new chair-elect from among its current **voting** members (see Articles **3.2a** and **3.6b**). The Nomination and Elections Committee shall strive to nominate at least two candidates for this position. The chair-elect shall serve as vice chair of Faculty Council during the first year following election and succeed to the chair position the following year. As vice chair, this officer shall serve as an ex officio member of the Faculty Council Steering and Nomination and Elections committees, and assume duties of the chair whenever the latter is unable to do so.

Old

No text to be deleted.

New

### 3.6: Committees of the Faculty Council

#### b. Nomination and Elections Committee.

The Nomination and Elections Committee shall nominate (1) candidates for the chair-elect of the Faculty Council from the eligible pool (all current **voting** members, see Article 3.5), (2) candidates for the Steering Committee, and (3) Faculty Council candidates for the Nomination and Elections Committee.

*Rationale:*

*Insert 'voting' and refer to Article 3.2a in addition to 3.6b (initiated by Faculty Affairs and BC, BC-approved: 5/18/23):*

*As described in Article 3.2 (Membership of the Faculty Council), the Faculty Council consists of a majority of voting members (currently ~ 84) and a minority of non-voting members (currently ~11). The former are all faculty members and elected by their departments or other constituents. The latter include ex officio members, student members elected by their constituents, and various appointed ad hoc members.*

*It is established practice since 1978, and it has been implicitly understood, that Faculty Council elects a new chair-elect exclusively from among its voting (i.e. elected faculty) members.*

*The proposed modified texts now explicitly state so and help avoid confusion in the matter.*

## **Purpose of the 5-y internal and 10 y external departmental review for SOM based departments**

The fundamental disciplines of medicine evolve over time in their focus, emphasis and strategies for innovation and discovery. Human disease can often be understood through a cross disciplinary approach that uncovers key mechanisms of disease and yields treatment through far reaching studies across species, processes, platforms, data, and sample sets. Often, a reassessment of disease reveals critical new insight.

Our medical research & education often lags this evolutionary process and remains bounded by discipline-focused departments. Further, our faculty tenure process, while securing stability of thought and longevity of excellence in discovery, can limit diversity of perspectives, transdisciplinary exploration and risk taking into the most novel of frontiers. And yet, it is these frontiers that yield collective advancement towards the mission of the medical school: to advance global health through discovery in a superb educational environment.

The ten-year mark has become established across SOM departments as a point to embrace a watershed moment of review designed to produce a strategic, forward-looking perspective.

Recognizing the value of the 10-y review while also appreciating that the long interval may cap interval redirection, a more concise 5 y internal review will be added to the evaluation process.

### **5-year internal departmental review**

The purpose of the internal review is to enhance a culture of mutual engagement across departments to advance SOM programs of excellence in research and education through transdisciplinary approaches to innovation, and to reinforce evolution of SOM's Strategic Plan. While crucial assessment and comparators are commonly included, the focus will be on forward looking opportunities and mitigating challenges to those initiatives. As such, the initial focus will be entirely conducted within and across the department (all faculty, staff, and trainees). After this self-assessment, a formal presentation to an internal review committee comprising one or more SOM department chairs, as well as scientific experts linked to ongoing transdisciplinary approaches (research or education) within the the department. The three-to-five-member internal review committee will be selected by the Dean in consultation with the chair.

The formal presentation will last 60–90-minutes and include the following key documents and discussion points:

- a consolidated progress and status report on research, education, and impact.
- a needs assessment of personnel, faculty, students, and staff.

- the presentation of a S.W.O.T. analysis.
- provide a forward looking departmental strategic plan with clear objectives and metrics for the next 5 years
- list of key resources necessary to implement Departmental strategic plan and its alignment with the SWOT analysis and the current SOM strategic plan and mission
- List as discrete Objectives and Key Results
- Include current departmental support and assets, including allocated support, retained resources and other packages, and long-term resource needs that may extend and target priority commitments.

Circumstances may present themselves for the department to consider a significant departure from a prior discipline focus, may suggest consolidation or shift of faculty alignment and educational priorities, and could result in a suggestion to reorient investment strategies.

### **10-year external departmental review**

The 10-year external departmental review will commence with the department undertaking a 5-year internal review, followed by a more formal external assessment and process as follows: Selection of three external (chair and above) “arm’s length” experts by the dean *with input from the chair and department members*

- Internal departmental review documents and materials will be submitted to the panel
- The external review will focus on:
  - the key questions raised by the department
  - assessment of objectives and key results and discussion with the dean and chair on realistic resource allocation and timelines
  - National trends that would suggest additional focus for the department
  - assessment of these priorities and their impact in the field.
- Convene a 2 day site visit with -key stake holders – faculty, staff students, dean’s leadership group, other chairs.
- Present and discuss a verbal summary at the conclusion of the site visit with the chair, vice chairs, chair of Faculty Council, and dean.
- A summary report focusing on the strategic objectives and approaches will be provided by the external review panel (a SOM staff member participating in the site visit, and recognizing confidentiality issues, will help in assembling the report).
- The summary report will be submitted to the dean, chair and the steering committee of Faculty Council, in conjunction with the SOM bylaws. At the discretion of the reviewers a limited distribution side letter to the dean may be transmitted.

## TOPICS TO BE COVERED IN THE WRITTEN DEPARTMENTAL REVIEW DOCUMENTS

### I **Attributes of the Department**

#### Data reports:

#### Faculty

- a) Faculty Biosketches with citation #, H factor, number of IF>10 publications (for apples to apples)
- b) Faculty work in progress - <1 page summary of individual faculty research, education activities and accomplishments
- c) Faculty diversity and efforts at diversity in recruitment of faculty and trainees
- d) National awards and recognition
- e) Membership in national committees – grant reviews, policy, national society, other

#### Departmental

- a) Funding (SOM to provide), with Blue Ridge Rankings
- b) Publications (FIS when available)
- c) Collaborative efforts - federal and foundation funded
  - i. Intradepartmental research
  - ii. Interdepartmental SOM research
  - iii. Interschool research
  - iv. Interinstitutional funded collaborations (not including consultants)
- d) Translational disease linked and population research.
- e) Invention disclosures, patents submitted, licenses processed.
- f) Shared resources managed by department.

#### Teaching

- 1) Graduate programs –
  - 1) MS (if applicable)
  - 2) PhD (see outline)
- 2) Undergraduate programs (if applicable).
- 3) medical student training (SOM will provide metrics)
  - 1) Faculty involvement (leadership) in preclinical curriculum
  - 2) Faculty mentoring of research.

#### Teaching data for each program

Annual matriculation, total matriculation

Time to graduation per program

Training grants

Student evaluation summary for each program

Mentoring/ faculty participation lists – departmental and extradepartmental (for PhD and MS)

#### Service within SOM and CWRU

Committee membership and leadership  
Educational committee  
Elected SOM positions.

Financial parameters

SOM provided 5 y spreadsheet

- Total budget
- Recruitments
- Grant coverage
- IDC generation
- Tuition return
- Startup spend
- Retention spend
- Endowment support
- Funding gap in overall departmental budget

**II Narrative**

- Departmental academic, operation & educational structure
- Brief History of the department (<2 pages)
- 5/10y interval history (3-8 pages)
  - Major accomplishments with links to SOM Strategic Plan
  - Major recognition of faculty and training programs (national or competitive institutional)
  - Faculty leadership
  - New initiatives and milestones
  - Meeting and communication (including web) activities
  - Mentoring program for faculty (junior, senior), and trainees including review process and examples of participation and outcomes
  - Efforts in equity & diversity -- recruitment and retention, professional accountability reporting
  - Transdisciplinary research projects and accomplishments
  - Departmental finances
- Strategic planning priorities with objectives and anticipated key results – narrative and table.

**Department External Review Dates** (as of 11.17.2020)

Anatomy: September 2019 (due 2029)

**Biochemistry: October 2008** (due 2018, on hold due to interim chair 2018 – 2019; new chair 8/2019 – gave time to acclimate then COVID hit)

Bioethics: August 2014 (due 2024)

Genetics: October 2019 (due 2029)

Molecular Biology/Microbiology : May 2015 (due 2025)

**Neurosciences: January, 2011** (due 2021)

Nutrition: February 2020 (due 2030)

Pathology: February 2019 (due 2029)

Pharmacology: November 2016 (due 2026)

Physiology/Biophysics: December 2017 (due 2027)

PQHS (formerly Epidemiology & Biostatistics): August 2019 (due 2029)

Excerpt from SOM bylaws

#### 4.5 : Review of Academic Departments

Periodic review of each department by persons external to the department is important for evaluation of the functioning of that department by the faculty and the dean. A committee appointed by the dean shall review each academic department at intervals no greater than 10 years. The review committee shall include at least one outside consultant. The dean shall transmit the review committee's report and recommendations to the chair of the Faculty Council. Departmental faculty shall be provided with an executive summary.

#### 4.6 : The Department of Biomedical Engineering

The Department of Biomedical Engineering is currently unique among the departments. Created by action of the Board of Trustees in 1968, it is a single department jointly based in the School of Medicine and the School of Engineering. The department chair will designate each faculty member, at the time of initial appointment, as being principally based in the School of Medicine or the School of Engineering. The principal designation will determine which School's pre-tenure period and which School's process and qualifications and standards for appointment, promotion, and award of tenure shall govern



the appointment. In other respects, faculty in the department shall enjoy the rights and privileges and duties and responsibilities of faculty in both Schools.

4.7 : The Division of General Medical Sciences (DGMS)

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

# SOM Professional Conduct Committee

Cynthia S. Kubu, PhD, ABPP-CN  
Vice Dean for Faculty



SCHOOL OF MEDICINE

CASE WESTERN RESERVE  
UNIVERSITY

# Background

In February 2020, Faculty Council voted to create an ad hoc Committee on Professionalism tasked with identifying best practices with respect to professional codes of conduct for faculty, drafting a professional code of conduct for faculty in the School of Medicine (SOM), and providing recommendations on a Professional Conduct Committee if the ad hoc Committee thought that was necessary. **The ad hoc Committee unanimously agreed that a Professional Conduct Committee would benefit the SOM and our broader community.**



# Guiding Principles

The role of the Professional Conduct Committee is to promote the highest ideals of professionalism in the SOM and serve as a **peer advisory committee** for faculty, chairs, and administration when professionalism lapses occur. In principle, professionalism lapses are viewed similar to medical errors and not as personal or character flaws. They may occur as a result of individual, inter-individual, medical, psychological, situational, or system level factors. The Professional Conduct Committee is **not a disciplinary committee**; it serves as a **resource** for all members of the SOM to foster and support a culture based on the norms of **integrity, respect, inclusive excellence and kindness** articulated in the SOM Professional Code of Conduct.



# Professional Conduct Committee Responsibilities

- The Professional Conduct Committee (PCC) is a School of Medicine (SOM) committee that serves as a resource to support professionalism. It is charged with the responsibility of reviewing cases and providing support in situations in which concerns regarding unprofessional behavior arise involving SOM faculty.
- A summary of the actions of the PCC will be reported to the Faculty Council annually.



# Relationship to Existing Standards

The Professional Conduct Committee will complement, not supplant, the SOM by laws and CWRU Faculty Handbook. Similarly, the PCC is not intended to replace the Standards for Professional Responsibility in the Faculty Handbook. The PCC is another resource available to faculty.



# Professional Conduct Committee Members

Sarah Augustine

Mark Aulisio

Todd Bafus\*

Kristian Baker

Archana Brojmohun\*

Colin Crowe

Jessie Jean-Claude\*

Todd Otteson

Donna Plecha

Terry Stancin

Stephanie Teale

Edward Yu

Rachel Lutner – non-voting

Susan Freimark – non-voting

Mary Elizabeth Spohn - staff

\*Co-Chair



# Professional Conduct Committee Members

Launch mid-June

Access the Committee via [ProfCond@Case.edu](mailto:ProfCond@Case.edu) or the SOM Portal

