SCHOOL OF MEDICINE
CASE WESTERN RESERVE UNIVERSITY

Faculty Council Meeting
Meeting Minutes
December 18, 2023

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:02pm	Welcome and Chair Announcements	Matthias Buck	The Chair called the meeting to order at 4:02PM The Chair reminded faculty to submit agenda items for upcoming meetings to him for consideration at the next Steering Committee meeting on January 8, 2024.	
4:05pm	Approval of November Faculty Council Minutes	Matthias Buck	Faculty Council was asked to review the November 20, 2023 Faculty Council Meeting minutes. No edits were received in advance of the meeting. There were no objections to accepting the minutes as posted in BOX.	The November 20 Faculty Council Meeting Minutes were approved by general consensus.
4:06pm	Report from Faculty Council Steering Committee Meeting	Alan Levine	Steering Committee met December 4, 2023. Reminders regarding FIS annual reporting was discussed and the current agenda was approved. There was also a discussion of CAPT equity reviews, and emeritus appointments.	
4;14pm	Report from University Faculty Senate/Senate Executive Committee	Elvera Baron	A summary of topics discussed at the Faculty Senate meeting was presented including suggested Faculty Handbook changes regarding language defining salary guarantee for tenured faculty. Other items discussed include names changes to programs and the number of credits that can be counted for two degrees. No presentation was available as the Senate met immediate before Faculty Council.	
4:17	Dean's Announcements	Stan Gerson	The Dean commented on the ongoing discussions of tenure and salary guarantee. To date only UH based faculty have been discussed, not MHMC & VA-based faculty. There are no tables or figures regarding CWRU guaranteed tenure salary. Doc Opera was great and President Kaler attended. Dean's office waiting for Ad Hoc committee on P & T for recommendations and review.	.

4:24	Adrianne Fletcher, Vice Dean for Diversity, Excellence and Inclusion	Introduced by FCSC Member Anastasia Rowland-Seymour	Vice Dean for Diversity, Excellence and Inclusion for SOM Adrianne Fletcher was introduced.	
4:27 4:51	Vote on Two Bylaws Amendments	Piet de Boer	Discussion: Bylaws to confirm ex-officio special faculty and student reps on Faculty Council, article 3.2	A motion was made by a Faculty Council member and seconded by a Faculty Council member to approve article 3.2, confirm reps as voting members. Vote: 37 were in favor, 2 were against, and 5abstained. The motion is approved. A motion was made by a Faculty Council member and seconded by a Faculty Council member to approve article 3.6, Vote: 36 were in favor, 0 were against, and 3 abstained. The motion is approved
4:58	Resolution that Clinical Science Chairs Should Meet with the Dean	Johannes von Lintig	Discussion around Clinical Science Chairs affiliate leadership to resume Chair of Chairs as well as topic group chair meetings, on a regular basis and that the CWRU Dean of Medicine be included in some of their meetings. Questions arose as to the purpose and utility of the city wide chairs meetings. These meetings were supposedly disbanded at the request of chairs. A discussion regarding the purpose and intent of these suggestions was tabled until more information could be gathered from chairs and FC representatives.	A motion was made by a Faculty Council member and seconded by a Faculty Council member to postpone the vote on this until January or no later than February. Vote: 34 in favor; 2 opposed; 0 abstained. The Motion is approved.

5:08	External Activities Item (Faculty Handbook Bylaws vs. FIS)	Nicole Deming	All fulltime faculty must disclose all outside activities. FIS.case.edu is where you may disclose these activities and instructions are included in FIS.	
5:17	Open Access Initiative of University Library	Jessica DeCaro Karen Caputo	Jessica DeCaro and Karen Caputo presented an overview of the CWRU Open Access Policy.	
5:25	Faculty Input into 5-Year Chair Reviews	Matthias Buck	Defer until January Meeting	
5:28	Paul Bristol, Vice Dean for Finance	Introduced by FCSC Member and Finance Committee Chair, Bill Merrick	Paul Bristol, Vice Dean of Finance was introduced by Bill Merrick.	
5:28	Annual Report of the Committee on Budget, Finance and Compensation	Bill Merrick	Defer until January Meeting	

5:29	New Business		No New Business	
5:30	Adjourn		There being no further agenda items to be addressed, the chair adjourned the meeting at 5:30PM.	

Present

Robert Abouassaly
Joshua Arbesman
Moises Auron
Blaine (Todd) Bafus
Elvera L. Baron
Eileen Borawski
Neil Bruce
Matthias Buck
Adrienne Callahan
Aleece Caron
Mohamad Chaaban
Patrick Collier
Darin Croft
Marta Couce
Margot Damaser
Piet de Boer
Mackenzie Deighen
David DiLorenzo
Jonathan Emery
Lisa Gelles
Stan Gerson
Ramy Ghayda
Matthew Grabowski
Alia Hdeib
Jessie Jean-Claude
Hung -Ying Kao
Sadashiva Karnik
Vijaya Kosaraju
Sangeeta Krishna
Erin Lamb
Alan Levine
Shawn Li
Lia Logio
Janice Lyons
Tani Malhotra
James Martin
Raman Marwaha
Christopher McFarland
Daniela Mehech
Gillian Michaelson
David Mihal
Dean Nakamoto
Attila Nemeth
Rebecca Obeng
Cyrus Rabbani
Anastasia Rowland-Seymour
Alicia Santin
Hemalatha Senthilkumar
Matthew Sikora
Bryan Singelyn
Jacek Skowronski
Phoebe Stewart
Usha Stiefel
Joseph Tagliaferro
Nami Tajima
Patricia Taylor
Johannes von Lintig
Scott Williams
Wei Xiong
Samina Yunus
Raed Zuhour

Absent

Maura Berkelhamer
Corinne Bazella
Dan Cai
Andrew Crofton
Meelie DebRoy
Corinne Falck-Ytter
Jessica Fesler
Stephen Fink
Bahar Bassiri Gharb
Rachael Gowen
Amy Hise
Peter K. Kaiser
Eric W. Kaler
Gaby Khoury
Christina Krudy
Jennifer Li
David Ludlow
Dan Ma
Mariel Manlapaz
William Merrick
Nathan Mesko
Rocio Moran
Neal Peachey
Deven Reddy
Tamer Said
Paul Shaniuk
Courtey Smalley
Jim Strainic
Ben Strowbridge
Ari Wachsman
Mark Walker
Robert Wetzel
Leon R. White

Others Present

Aaron Baker
Melissa Bonner
Paul Bristol
Karen Caputo
Jessica DeCaro
Nicole Deming
Agata Exner
Adrianne Fletcher
Cynthia Kubu
Lila Robinson
Gregory Videtic

SCHOOL OF MEDICINE
CASE WESTERN RESERVE UNIVERSITY

Faculty Council Meeting
Draft Meeting Minutes
November 20, 2023

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:04-4:08PM	Welcome and Chair Announcements	Matthias Buck	The Chair called the meeting to order at 4:04PM. Dr. Buck gave a brief overview of the agenda items to be addressed at today's meeting. He reminded the members that the School of Medicine has an events calendar that can be accessed at https://case.edu/medicine/events/. He encouraged everyone to visit the web page to see what is going on in the School of Medicine. Agenda items for the December 16 meeting must be submitted to Matthias Buck and Nicole Deming by Friday, November 24; they will be considered by the Steering Committee on Monday, December 4, for the December Faculty Council agenda.	
4:08-4:09PM	Approval of October Faculty Council Minutes	Matthias Buck	When polled there were no edits or corrections to the October 16 Faculty Council Meeting minutes. There were no objections to accepting the minutes as posted in BOX.	The October 16 Faculty Council Minutes were approved by general consensus.
4:09-4:11PM	Faculty Council Steering Committee Report	Darin Croft on behalf of Alan Levine	Dr. Croft gave an overview of the agenda items addressed at the November 6 Faculty Council Steering Committee on behalf of Alan Levine, who was unavailable to attend today's meeting. The committee discussed the pros and cons of the SOM publishing an annual report. One emeritus appointment, submitted previously and resubmitted with additional information, was approved. Two interim chair appointments were reviewed and discussed. The committee determined that the promotion packets reviewed this month had no issues of inequity. Amy Hise provided a brief overview of the Women and Minority Faculty Committee's annual report which she will present at the November Faculty Council Meeting. The draft resolution on the importance of Family Medicine was reviewed for consideration by Faculty Council. It was decided that the resolution still required work and may appear in December.	.

4:11-4:19PM	Report from University Faculty Senate/Senate Executive Committee	Elvera Baron	Dr. Baron reported on two meetings; one ExCom Meeting held on November 13, and a Senate Committee Meeting held immediately prior to today's Faculty Council Meeting. During the ExCom meeting a presentation was given on the Library Advisory Committee focusing on faculty development for those faculty creating on-line content; best practices were highlighted. UH tenure was discussed at the November 13 meeting; the Personnel Committee presented their preliminary report and discussion took place on what salary guarantee means and how to define tenure and salary. The recommendations of the Personnel Committee, and their charge, will come back to the ExCom before the January meeting and will be shared. While Dr. Baron did not have updates, she assured the committee that work is being done in the background. The University Librarians policy on Open Access, which will affect every faculty member including clinical faculty, has completed their pilot and is now looking for policy approval. It was tabled today at the Senate Meeting to allow for time to speak with constituents.	
4:19-4:41PM	Medical Student Admissions	Lina Mehta	Lina Mehta, Associate Dean of Admissions, presented the Medical Student Admissions Committee's annual report to Faculty Council. She noted that the School of Medicine receives the lion's share of applications at CWRU. The entering class size for 2023 is 216 with 82% of students coming from out of state, from 86 different colleges and 32 states of residence (plus DC and Puerto Rico). Total applications to CWRU totals 8,615, 15% of the national total (50,061) of applications. Demographics show that 51% are female with an average age of 23.8. In an ethnic breakdown of self-described students, the majority are Asian (87), Black or African American (17), and Hispanic, Latino, or of Spanish Origin (20). Their cumulative GPA ranks higher than the national average. These students are not only academically talented, they virtually come to us with publications before coming to med school, have had patient-based experiences, do volunteer work and tutoring, some are varsity athletes. In June, the Supreme Court ruled that colleges and universities can no longer take race into consideration as a specific basis in admissions. Screeners/Interviewers must be blinded to race/ethnicity. We are taking lived experiences into consideration and have done a deep dive to determine which students, from which state, are most likely to matriculate. It was noted that we are only required to be race blind	

	Medical Student Admissions (continued)		during the admissions piece, and that the interview is becoming more and more important. Dr. Fletcher noted that one of the things her office is looking at are the pathway programs. Dean Gerson thanked Dr. Mehta for her coordination of the school's efforts and wants to encourage members of Faculty Council, their friends and colleagues, to participate in admissions interviewing when asked; it is important for every level of the school, and there is a clarity of approach here that he has not previously witnessed and appreciates that effort. Regarding the pathway program, if we have to be the recipient of information with someone who participates in someone else's program, we are all in. The Dean and Dr. Logio are trying to increase whatever financial aid we can get and are working diligently to improve that. Dr. Mehta noted that we can see ethnicity at the end of the cycle. Once the class is matriculated, they can go back and track data. Dean Gerson reminded Faculty Council that the diversity survey is different from the climate survey. The lowest number of respondents is coming from faculty. On November 10 the university president sent out a note to remind us of the university standards of discourse, freedom of speech, lack of harassment or pain to others. Insightful comments have been received. Ongoing we need to pay attention in our work and educations spaces and behind the scenes, which could add to our general level of angst and concerns about mental health for all of us.	
4:41-4:52PM	Annual Reports Matter	Matthias Buck (Amanda Brower – could not attend but provided information)	Dr. Buck stated that during discussion of the strategic report, and how the SOM communicates with their stakeholders, a desire was expressed to have an annual report. Currently, we have a brief internal on-line monthly newsletter and late this summer the inaugural issue of a magazine entitled CWRU Medicine which engages a very broad group of stakeholders. However, it was not sent out to faculty or staff and a place to have it on the web has still to be identified. An annual report would be a similar document, but focus more on financial and other numbers as well as on research. It could be an opportunity to showcase the school and hospital's current collaborative research.	A motion was made and seconded to open discussion. Unanimous consent was made to move to a vote. A motion was made by a FC member and seconded by a FC member that Faculty Council asks the Dean's Office to work with and provide resources to Central Marketing Communi-cations to publish an annual report on the SOM and

	Annual Reports Matter (continued)			which engages and recognizes Faculty and Staff in addition to the other stakeholders. Vote: 27 were in favor, 2 were against, and 4 abstained. The motion is approved.
4:52-5:00PM	Woman and Minority Committee Annual Report	Amy Hise	Dr. Hise listed the current committee members and their affiliations. Activities and topics of discussion addressed this year were quite diverse ranging from Diverse representation in the Provost's Office to childcare and eldercare challenges of our faculty. The committee met over the summer with Dean Gerson who updated them on the diversity efforts within the school. The COWMF had ongoing discussions with chairs who represent diverse faculty and said their input has been enlightening. As part of the discussion with the Diversity Stakeholders Series, they met with Zhenghe John Wang, past president AFA, and Jennifer Cupar, chair of the Faculty Senate's Committee on Women. The various faculty development activities being offered were discussed. They met with Mailey Lorio, interim director of the LGBT Center, to discuss the ongoing activities to support LGBT faculty and staff. COWMF meetings are open to all faculty; anyone who wished to attend the meetings should request the link from Dr. Hise.	
5:00-5:24PM	Introduction to Awards Committee	Lynn Singer	Dr. Singer, the chair of the committee, explained that Faculty Council initiated this committee about a year ago to increase the number of faculty nominated for awards and honors (national and international – only external). This committee is tasked with identifying new and existing opportunities for faculty at every rank, and to increase the number of faculty members at CWRU-SOM who receive honors/ awards. They are to create a nomination process to assist faculty in determining if, and when, they should apply for various honors/ awards. The committee is comprised of members from administration and from all of the affiliates. The committee has been meeting every other week since March. To date, they have developed a list of 100+ top awards, identified top faculty for eligibility based on Research.com, committee knowledge, Web of Science, etc. They are working on creating a databank for faculty to use in terms of applying for awards. They have created a website (https://case.edu/medicine/faculty-and-staff/faculty-awards)	

	Introduction to Awards Committee (continued)		listing awards coming up for application. Dr. Singer identified barriers such as lack of knowledge about individual achievements, lack of knowledge about faculty membership in professional societies (working with FA for data to be included in FIS). To be nominated you must be a member of the society. She stated that all faculty members should belong to AAAS (American Association for the Advancement of Science). Nicole Deming is going to request that faculty enter these awards and professional memberships on their faculty information survey. For many of these societies, the membership roster is not accessible unless you are a member. She stressed that it is very important that faculty members maintain memberships and leadership in the appropriate professional societies. The Dean noted that the most important administrative support is the faculty member's chair. He asked that each member of Faculty Council report back on the importance of this effort to their departments and discuss this topic at their department meetings and with their chair. The committee could put into place an annual process to solicit nominations from chairs.	A motion was made and seconded to open discussion. Unanimous consent was made to move to a vote. A motion was made and seconded that Faculty Council requests that the SOM provide the Awards Committee administrative support sufficient to develop and maintain a robust, as well as aspirational, awards and honors program. Vote: 32 were in favor, 0 were against, and 0 abstained. The motion is approved.
5:24-5:25PM	New Business		When polled, there were no topics of new business to be addressed.	

5:25-5:26PM	Adjourn		There being no outstanding agenda items to address, a motion was made and seconded, with no objections, to adjourn the meeting. The chair adjourned the meeting at 5:26PM.	

Present

Joshua Arbesman
Moises Auron
Blaine (Todd) Bafus
Elvera L. Baron
Eileen Borawski
Neil Bruce
Matthias Buck
Adrienne Callahan
Aleece Caron
Mohamad Chaaban
Patrick Collier
Darin Croft
Andrew Crofton
Margot Damaser
Jonathan Emery
Lisa Gelles
Stan Gerson
Ramy Ghayda
Matthew Grabowski
Amy Hise
Jessie Jean-Claude
Hung -Ying Kao
Sadashiva Karnik
Gaby Khoury
Vijaya Kosaraju
Christina Krudy
Erin Lamb
Jennifer Li
Lia Logio
Janice Lyons
Tani Malhotra
James Martin
William Merrick
David Mihal
Attila Nemeth
Rebecca Obeng
Anastasia Rowland-Seymour
Alicia Santin
Hemalatha Senthilkumar
Bryan Singelyn
Phoebe Stewart
Usha Stiefel
Ben Strowbridge
Nami Tajima
Patricia Taylor
Johannes von Lintig
Mark Walker
Robert Wetzel
Wei Xiong
Samina Yunus

Absent

Robert Abouassaly
Abigail Basson
Maura Berkelhamer
Corinne Bazella
Dan Cai
Marta Couce
Piet de Boer
Neil Bruce
Meelie DebRoy
Mackenzie Deighen
David DiLorenzo
Corinne Falck-Ytter
Jessica Fesler
Stephen Fink
Bahar Bassiri Gharb
Rachael Gowen
Alia Hdeib
Peter K. Kaiser
Eric W. Kaler
Sadashiva Karnik
Sangeeta Krishna
Alan Levine
Shawn Li
David Ludlow
Dan Ma
Mariel Manlapaz
Raman Marwaha
Christopher McFarland
Daniela Mehech
Nathan Mesko
Gillian Michaelson
Rocio Moran
Dean Nakamoto
Neal Peachey
Cyrus Rabbani
Deven Reddy
Tamer Said
Alicia Santin
Paul Shaniuk
Mtthew Sikora
Jacek Skowronski
Courtey Smalley
Jim Strainic
Joseph Tagliaferro
Johannes von Lintig
Ari Wachsman
Leon R. White
Scott Williams
Raed Zuhour

Others Present

Nicole Deming
Adrianne Fletcher
Joyce Helton
Cynthia Kubu
Lina Mehta
Stacey O'Neill
Lila Robinson
Lynn Singer

From Piet de Boer, Chair of SOM Bylaws Committee

The proposed changes were initiated by Faculty Council (FC) on 6/12/23 with a request to the bylaws committee (BC) to ' 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.'

The next page of this document highlights some relevant parts of the University constitution/handbook and of the SOM bylaws, which are pertinent to the requested language as they limit the ability of the SOM/NEC to affect the SOM senator pool composition. Page 3 shows the current bylaws text of part of article 3.6b. Partially redundant text that we separately propose to improve is highlighted. This is followed by our proposed text, which includes a statement as requested by FC, as well as text to eliminate the redundancy highlighted on page 23 This is followed by a 'clean' copy of the proposed text with only new text in blue, and rationales for the proposed changes.

6/12/23 request by Faculty Council (FC):

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.

Constitution/Handbook:
ARTICLE V. THE FACULTY SENATE
Sec. F. Apportionment, Election, Term of Office, and Vacancies
Par. 1. APPORTIONMENT. Pursuant to Article V, Section C, each constituent faculty of fewer than seventy voting members of the University Faculty shall elect three voting members of the Faculty Senate, each constituent faculty of at least 70 but fewer than 150 shall elect five and each constituent faculty of 150 or greater shall elect ten.
Par. 2. ELECTION. Each elected faculty member of the Faculty Senate shall be elected by majority vote of the constituent faculty represented, but no one such member shall represent more than one electorate.

SOM bylaws:
ARTICLE 3: THE FACULTY COUNCIL
3.6: Committees of the Faculty Council, b. Nomination and Elections Committee.
The Nomination and Elections Committee shall place on the ballot any self- or peer-nominated candidate who consents to run and meets the eligibility requirements for service, as specified in these Bylaws or in the charge of the corresponding committee.

Interpretation by bylaws committee:
Given a) The constitutional prescription in article V, F, 2 that 'each elected faculty member of the Faculty Senate shall be elected by majority vote of all voting members of the SOM faculty', and b) The SOM bylaws prescription in article 3.6b above, leaves the SOM/NEC with limited 'legal' means to affect the composition of the SOM senator pool.
In addition, though perhaps unlikely, there may simply not be enough willing senator candidates of a particular flavor for the NEC to recruit each and every year.

In drafting new proposed bylaws text, therefore, the bylaws committee wished to express the request on the SOM senator pool composition by Faculty Council while recognizing the limited means the NEC has to affect this composition. The NEC still can adopt several strategies to influence the senator pool composition, but these are best described in some detail in the NEC charge document, which is due a significant update anyway (current version is from 1995!).

Current bylaws text:

3.6: Committees of the Faculty Council

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of candidates shall be at least twice the number of positions to be filled. The Nomination and Elections Committee shall place on the ballot any self- or peer-nominated candidate who consents to run and meets the eligibility requirements for service, as specified in these Bylaws or in the charge of the corresponding committee. The Nomination and Elections Committee shall also actively recruit candidates and strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic science and clinical departments. However, a nominee may not be put on the ballot if in winning the election they would serve on more than two standing committees of the Faculty of Medicine or Faculty Council. Service as a Faculty Council representative or on an ad hoc committee of the Faculty Council or of the dean is not included in this count. Furthermore, a candidate may not be put on the ballot for the election of Senators if they already serve on two standing committees of the Faculty of Medicine or of Faculty Council. Exceptions may be made only if the Nominations and Elections Committee is unable to recruit a sufficient number of candidates to fill a committee vacancy. Elections shall be conducted by email or other electronic means, using a ranked choice voting system.

Commented [PdB1]: Partially redundant with sentence below

Commented [PdB2]: Partially redundant with sentence above.
Also, this prescription would not prevent a Senator who is also a member of a standing committee to seek a second position on another standing committee, which is not logical.

Proposed by BC (new text in blue, deleted text in red):

3.6: Committees of the Faculty Council

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of candidates shall be at least twice the number of positions to be filled. The Nomination and Elections Committee shall place on the ballot any self- or peer-nominated candidate who consents to run and meets the eligibility requirements for service, as specified in these Bylaws or in the charge of the corresponding committee. The Nomination and Elections Committee shall

also actively recruit candidates and strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic science and clinical departments. Accordingly, the Nomination and Elections Committee shall strive to have at least two of the ten SOM senator positions filled by faculty members with a primary appointment in a basic science department, and at least two of the ten by those with a primary appointment in a clinical department. However, a ~~nominee~~ candidate for the Senate or for a standing committee may not be put on the ballot if in winning the election they would ~~serve on more than two~~ occupy more than two combined memberships of the Senate and standing committees of either the Faculty of Medicine or of Faculty Council. Service as a Faculty Council representative or on an ad hoc committee of the Faculty Council or of the dean is not included in this count. ~~Furthermore, a candidate may not be put on the ballot for the election of Senators if they already serve on two standing committees of the Faculty of Medicine or of Faculty Council.~~ Exceptions may be made only if the Nominations and Elections Committee is unable to recruit ~~a sufficient number of~~ enough candidates to fill a committee vacancy. Elections shall be conducted by email or other electronic means, using a ranked choice voting system.

Proposed by BC (clean copy, new text in blue):

3.6: Committees of the Faculty Council

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of candidates shall be at least twice the number of positions to be filled. The Nomination and Elections Committee shall place on the ballot any self- or peer-nominated candidate who consents to run and meets the eligibility requirements for service, as specified in these Bylaws or in the charge of the corresponding committee. The Nomination and Elections Committee shall also actively recruit candidates and strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic science and clinical departments. Accordingly, the Nomination and Elections Committee shall strive to have at least two of the ten SOM senator positions filled by faculty members with a primary appointment in a basic science department, and at least two of the ten by those with a primary appointment in a clinical department. However, a candidate for the Senate or for a standing committee may not be put on the ballot if in winning the election they would occupy more than two combined memberships of the Senate and standing committees of either the Faculty of Medicine or of Faculty Council. Service as a Faculty Council representative or on an ad hoc committee of the

Faculty Council or of the dean is not included in this count. Exceptions may be made only if the Nominations and Elections Committee is unable to recruit enough candidates to fill a committee vacancy. Elections shall be conducted by email or other electronic means, using a ranked choice voting system.

Rationales:
Line numbers refer to the 'clean' copy.
Lines 11-14 (FC initiated, BC-approved: 11/14/23):
New language requested by Faculty Council on 6/12/23. Placement of this new sentence ties in with the NEC striving to produce a diverse slate of nominees, considering representation of basic science and clinical departments, amongst others, in the preceding sentence.
Lines 14-17 (BC initiated, BC-approved: 11/14/23):
Consolidates two repetitive sentences in a more comprehensive and logical one, and improves text flow.
Line 19 (BC initiated, BC-approved: 11/14/23):
Simpler and shorter language.

Text from Piet de Boer, Chair of SOM Bylaws Committee with procedural edit* from FCSC consensus.

Below is a document with proposed bylaws changes that were voted on and approved by the bylaws committee on 9/14/23 and 10/12/23, and that we now submit for consideration by the Faculty Council.

The proposed changes reflect the fact that since ~ 10 years ago the Faculty Senate bylaws (By-law VII, Item b5) mandates that the SOM senator on the University Senate's executive committee shall be an ex officio member of the SOM Faculty Council. Evidently, this mandate never percolated through into our Bylaws and this needs to be corrected.

Faculty Council also needs to decide whether this ex officio member shall be a voting or non-voting member. Reasonable arguments can be made for either case: none of the other ex officio members of Faculty Council have voting privileges, but then none of these other ex officio members were elected by the full SOM faculty to their position. Unless stipulated otherwise in the bylaws, ex officio members have voting privileges by default according to Robert's Rules of Order. So, in official terms, Faculty Council will need to discuss this issue and vote on whether to withdraw voting privileges from this member or not.

In the attached document, we present two proposed updated variants of article 3.2 (Membership of the Faculty Council). In one, the SOM senator on the University Senate's executive committee shall have voting privileges on Faculty Council. In the other they shall not. In both versions, some existing language has been deleted as it is no longer needed nor desirable because FC membership shall always include at least one SOM senator.

In the two attached variants, deleted/changed text (relative to the current bylaws text) is in red, and new text in blue. This is followed with rationales in italics, including indications of who initiated the proposed change and the date we voted to approve it. Line numbers refer to the 'old' current text.

*We suggest to first present both variants to FC as an introduction to the issue and an invitation for discussion followed by a vote affirming that this member shall have voting privileges.
If this vote should be in the negative, we can then focus on the alternative variant of article 3.2.

Variant A: SOM ExCom representative voting on SOM FC:

3.2: Membership of the Faculty Council

a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (all references hereafter to academic departments include the Division of General Medicine Sciences (DGMS), which has departmental status; see Article 4.7). These representatives shall be referred to as department representatives. An exception to the apportionment of one voting representative to each academic department is made for the Louis Stokes Cleveland VA Medical Center (VAMC; see Article 3.3d, below), where academic departments have not been established (as defined in the Faculty Handbook, Chapter 2, Article VII, Sec. B). Other voting members shall include two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical, one representative from each affiliated institution, ~~and~~ 10 representatives of the regular faculty elected at large, and the elected senator representing the school of medicine on the executive committee of the university's Faculty Senate. All these representatives shall be members of the faculty.

b. Non-voting Members. Non-voting members of the Faculty Council shall be the president of the university, ~~a vice-president of the university responsible for medical school activities,~~ the dean of the School of Medicine, the ~~associate~~ vice dean for medical education of the School of Medicine, the chair of the Committee on Medical Education, and student members who shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and one Ph.D. graduate student. The student members shall be chosen by their respective groups. To facilitate communication between Standing Committees and the Faculty Council, if no member of a Standing Committee of the Faculty of Medicine is a voting member of the Faculty Council, the Faculty Council Chair may appoint one of the Standing Committee's elected members to serve as a non-voting *ad hoc* member, in accordance with each committee's charge. ~~If a representative to the university Faculty Senate is not included in the Faculty Council as a voting member, the Faculty Council Chair shall appoint one of the School of Medicine senators to be an ad hoc member of the Faculty Council.~~ The Faculty Council Chair may invite other persons to attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty members may at any time request hearings before Faculty Council, but a request by a faculty member for a hearing before the Faculty Council must be made to the chair prior to the meeting of the Faculty Council.

Rationales:

Lines 10-12 (BC initiated, BC-approved: 9/14/23):

The Faculty Senate bylaws (By-law VII, Item b5) mandates that the SOM senator on the University Senate's executive committee shall be an ex officio member of the SOM Faculty Council.

The proposed text includes this individual as a voting member in 3.2a.

Note that none of the other ex officio members have voting privileges but also that, unlike the Senator, none of these other ex officio members were democratically elected by the full SOM faculty to the position granting them ex officio status.

Line 14 (BC initiated, BC-approved: 9/14/23):

The existing language is redundant as the dean is in fact the 'vice-president of the university responsible for medical school activities'.

Line 15 (BC initiated, BC-approved: ?/23):

The position 'associate dean for medical education' has become 'vice dean for medical education'.

Lines 22-24 (BC initiated, BC-approved: 9/14/23):

The existing language is no longer needed/relevant as Faculty Council now always includes at least one SOM Senator as a member (voting or non-voting).

Variant B: SOM ExCom representative non-voting on SOM FC:

3.2: Membership of the Faculty Council

a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (all references hereafter to academic departments include the Division of General Medicine Sciences (DGMS), which has departmental status; see Article 4.7). These representatives shall be referred to as department representatives. An exception to the apportionment of one voting representative to each academic department is made for the Louis Stokes Cleveland VA Medical Center (VAMC; see Article 3.3d, below), where academic departments have not been established (as defined in the Faculty Handbook, Chapter 2, Article VII, Sec. B). Other voting members shall include two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical, one representative from each affiliated institution, and 10 representatives of the regular faculty elected at large. All these representatives shall be members of the faculty.

b. Non-voting Members. Non-voting members of the Faculty Council shall be the president of the university, ~~a vice-president of the university responsible for medical school activities,~~ the dean of the School of Medicine, the ~~associate~~ vice dean for medical education of the School of Medicine, the senator representing the school of medicine on the executive committee of the university's Faculty Senate, the chair of the Committee on Medical Education, and student members who shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and one Ph.D. graduate student. The student members shall be chosen by their respective groups. To facilitate communication between Standing Committees and the Faculty Council, if no member of a Standing Committee of the Faculty of Medicine is a voting member of the Faculty Council, the Faculty Council Chair may appoint one of the Standing Committee's elected members to serve as a non-voting *ad hoc* member, in accordance with each committee's charge. ~~If a representative to the university Faculty Senate is not included in the Faculty Council as a voting member, the Faculty Council Chair shall appoint one of the School of Medicine senators to be an ad hoc member of the Faculty Council.~~ The Faculty Council Chair may invite other persons to attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty members may at any time request hearings before Faculty Council, but a request by a faculty member for a hearing before the Faculty Council must be made to the chair prior to the meeting of the Faculty Council.

Rationales:

Line 13 (BC initiated, BC-approved: 9/14/23):

The existing language is redundant as the dean is in fact the 'vice-president of the university responsible for medical school activities'.

Line 14 (BC initiated, BC-approved: ?/23):

The position 'associate dean for medical education' has become 'vice dean for medical education'.

Lines 14-15 (BC initiated, BC-approved: 9/14/23):

The Faculty Senate bylaws (By-law VII, Item b5) mandates that the SOM senator on the University Senate's executive committee shall be an ex officio member of the SOM Faculty Council.

The proposed text includes this individual as a non-voting member in 3.2b.

Note that none of the other ex officio members have voting privileges but also that, unlike the Senator, none of these other ex officio members were democratically elected by the full SOM faculty to the position granting them ex officio status.

Lines 22-24 (BC initiated, BC-approved: 9/14/23):

The existing language is no longer needed/relevant as Faculty Council now always includes at least one SOM Senator as a member (voting or non-voting).

Points of deliberation for FC:

1) Article 3.2a:
Faculty Council voting members include 'two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical'.

See also article 3.3e:
' Special Faculty representatives: The nomination and Elections Committee (see Article 3:6b) shall nominate at least four members of the special faculty whose titles are modified by the adjective adjunct or clinical as candidates for representative to the Faculty Council. Two of these nominees shall be elected by the special faculty whose titles are modified by the adjective adjunct or clinical. The remaining nominees will serve as alternates in the order of votes received.'

See also article 3.6b:
'In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the Faculty Council,.....'

However, these members are not listed on the Faculty Council Roster of the last couple of years, at least. Have no candidates for these memberships been identified? Have such members ever been specifically elected to FC? Does FC wish to keep these members? If so, how to ensure such members will be elected?

2) The current student membership of faculty council consists of 2 (undergraduate) medical students, 1 MSTP student and 1 Ph.D. graduate student. There are roughly 880, 50, and 410 of such students at the SOM, respectively.
M.S. graduate and non-medical undergraduate students at the SOM have grown similarly numerous (~ 950 and ~360, respectively) but are not represented. Should they be? Would this be useful and feasible?

Faculty Activity Reporting (FAR) Guide
EXTERNAL ACTIVITIES

External activities are those that occur outside of the university (e.g., consulting, government activities, or professional activities) and can be compensated or not.

Faculty Handbook policies require all full-time faculty (trustee-appointed faculty and special faculty) to inform their department chair or dean of the external activities in which they are involved and obtain advance approval for activities that might pose potential conflicts with the faculty member's university responsibilities. External activities may impact a faculty member's obligations to teaching, research, and service at CWRU; these activities can be compensated or uncompensated. (See: *Faculty Handbook, Chapter 3, Section III, Non-University Activities of Faculty Members During the Contractual Period for additional information.*)

Examples of external activities that should be reported include:

- Consulting for a company, institution of higher education, private entity, or individual;
- Consulting for a governmental agency;
- Participation in an outside business or organization; and
- Providing expert testimony or witness services.

Examples of external activities that are not required to be reported include:

- Participation on federal grant proposal study sections and similar peer review of grant proposals;
- Participation in review of publications and other scholarly editorial duties;
- Participation in meetings and conferences of academic and professional societies;
- Participation in a governmental commission, board, task force, or other such working group;
- Going to another site to access facilities necessary to perform University research or other duties;
- Going to another site for accreditation, audits, reviews, etc. in furtherance of a university research, academic, or service program; and
- Scholarly talks, panels, and other speaking engagements to disseminate research results and other academic or creative expressions.

According to the Faculty Handbook, the number of hours a faculty member can devote to external activities must not exceed an average of four working days per month (including travel time) during the individual's contract period.

An appointment at another academic institution should NOT be recorded in this section. External appointments must receive prior approval by the Provost and, once approved, will be recorded in the External Appointments section under My Details.

Start Date is a required field because only external activities that fall within the reporting period will appear in the Annual Review.

There are two steps faculty must complete to report their external activities each year:

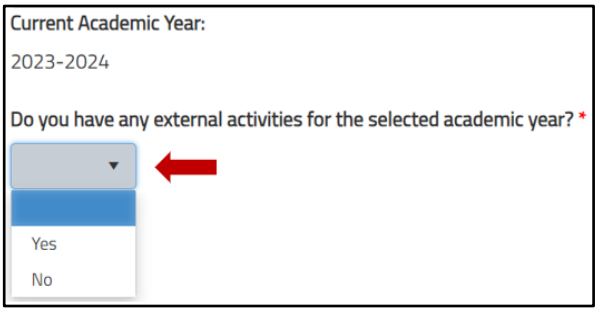
1. Complete the External Activity Attestation Form
2. Add/update external activities

How to Complete the External Activity Attestation Form

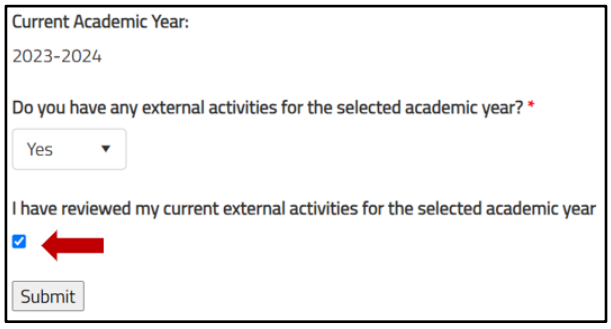
1. On the left menu, select **My Activities → External Activities** to complete the external activity attestation form.

2. To fill out the form, select **[External Activity Attestation]** at the top.

3. The Current Academic Year will automatically appear. Respond to the first question. If you select No, click **[Submit]**.



4. If you select Yes, respond to the next question by checking the checkbox. Click **[Submit]**.



How to Update External Activities

On the left menu, select **My Activities → External Activities** to review, edit, add, and copy activities.

- To add an activity, select **[+ Add External Activity]** at the top. Use the drop-down menus and open text fields to complete the activity. Click **[Update]** to save the information.
- To edit an activity, click **[Edit]** under the **Actions** column on the far right.
- To copy an activity, click [**Copy**] under the Actions column on the far right. Use the drop-down menus and open text fields to edit the entry. Click **[Update]** to save the information.
- To delete an activity, click **[Delete]** under the **Actions** column on the far right.

Key Definitions for External Activities

Experience Type: Academic P-12, Academic Post-Secondary, Consulting, For Profit Organization, Government, Litigation, Military, Non-Governmental or Non-Profit Organization, Professional

Professional Practice Standard – as defined by the AACSB (for Weatherhead only):

Basic or Discovery Scholarship – Directed toward increasing the knowledge base and the development of theory

Applied or Integration - Application Scholarship – Draws from basic research and uses accumulated theories, knowledge, methods, and techniques to solve real-world problems and/or issues associated with practice

Teaching and Learning Scholarship – Explores the theory and methods of teaching and advances new understandings, insights, content, and methods that impact learning behavior

Other Scholarship

How does Faculty provide “input” into how well their Chair is doing?

<u>Current Mechanisms</u>

- Email Dean individually
- Plan a “revolt” / vote of “no confidence”

- Voice individual opinions at the external 10 yrs Deptl. Review to outside reviewers
- anonymous/individual complaints to the new professionalism/grievance portal

None of the above seem to be a good/equitable mechanism

Also, Chairs would like to know in a candid manner what they could improve/tweak in their Leadership style, perhaps look for additional training

Last….a question of “co-governance” - FCSC and primary faculty
has input into appointment of interim chairs and also of permanent chairs

There is a general desire on the side of faculty to have input into the 5 year appraisal of their chairs (Dean "reappoints" chairs every ~5 yrs)

In fact in some other schools there is faculty input, e.g.:

CSE Bylaws Article IX Departments, section A: Department Chairs

“The Dean of Engineering in consultation with the faculty shall review the performance of the department chairs no later than one year prior to the end of the appointment and no later than the third year of the appointment.”

Weatherhead – some Departments do 360^{o} reviews
Dept of Nutrition has own internal chair/department appraisal process

Statement by a prominent Faculty of the School of Engineering

CASE WESTERN RESERVE UNIVERSITY

Matthias Buck <mxb150@case.edu>

Chair reviews in CSE?

Umut Gurkan <uxg23@case.edu> Reply-To: umut@case.edu
To: Matthias Buck <mxb150@case.edu>

Wed, Sep 6, 2023 at 1:16 PM

Dear Matthias,
We did a department chair review for Dr. XXXXXX according to the bylaws back in the 2019-2020 academic year.
We received an anonymous survey link and completed a questionnaire sent by the Dean's office.
After we completed the survey, the dean met with the department faculty and provided a summary of the survey results and what he communicated to the chair. Then, the Chair met with the department faculty and summarized his planned actions in response to the survey. Dr. XXXXXX's survey results were highly positive, and he was appointed for a second term and was quite responsive to the survey results and suggestions provided by the faculty.
Does this help?
Thanks!
Umut

NAI Senior Member
AIMBE Fellow
NASEM New Voices Member

Umut A. Gurkan, Ph.D.
Wilbert J. Austin Professor of Engineering
Case Western Reserve University

Case Biomanufacturing and Microfabrication Laboratory
Case Comprehensive Cancer Center | +1 (216) 368-6447 https://case.edu/engineering/labs/bml/ | umut@case.edu Cleveland, Ohio, USA

Google Scholar - PubMed

NASEM 9th Arab-American Frontiers Symposium Co-Chair

[Quoted text hidden]

Faculty input into 5 yr Chair Review

Pros	**Cons**
<some> Transparency <increased sense of> Faculty Engagement & co-governance	is work, Chairs are already busy enough
Stimulates equitable treatment of Faculty and Chairs (larger group rather than a few complainers!)	may be embarrassing to Chair (depending on amount of information shared) Faculty may be impolite/non-diplomatic/non-constructive in expressing themselves: Mechanism to be decided (e.g. could have intermediary step before survey results go to Dean)
Suggests factors beyond the usual metrics for review of a Department as a whole	

Proposal: Ask Dean to add internal/anonymous primary faculty input into chairs's review e.g. using 360 degree review or other method This would apply to Basic Science as well as to Clinical Dept. Chairs

Proposed Motion (approved by FCSC)

FC asks the Bylaws committee to draft language to "include faculty input in the 5 year appraisal / reappointment process of all SOM academic department chairs"

Tweaked motion after faculty input, Institutional reps to FC and Council of Basic Science Chairs

FC asks the Bylaws committee to draft language to "include timely and broad anonymous input by the primary faculty of a department at least every 5 years before the appraisal / reappointment process. This would apply to all SOM academic department chairs"

It has come to attention of FCSC that department chairs at some of the affiliates do not meet as a group and/or as group with the dean.

Before the pandemic there were regular system wide “Chair of Chairs’ Meeting” as well as “inter-institutional organ system/disease group Chairs’ Meetings”

As **one medical school** with over 70 departments, we are presented with the opportunity…

- to assist in coordinating efforts across the hospitals and school, we recommend that department chairs regularly meet with the Dean and by discipline to **foster collaboration in research and teaching**.

    Specifically, we recommend creating opportunities for an annual city wide chairs meeting as well as discipline/educational/research Chairs’ Meetings”

- FCSC believes that such meetings are essential for academic exchanges and will benefit faculty and students.

- FCSC believes that such meetings are essential for academic exchanges and for the educational mission of the faculty.

The following motion is proposed

“FC urges Affiliate Leadership to resume Chair of Chairs’ and well as Topic Group Chair Meetings, on a regular basis and that the CWRU Dean of Medicine be included in some of these meetings.”

CASE WESTERN RESERVE UNIVERSITY

School of Medicine

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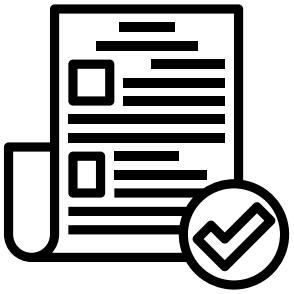

Many authors do not realize that they have rights to share their scholarship openly, regardless of whether they choose to publish in an OA journal or pay a journal's OA fees. Under this policy, faculty would continue to be free to publish in the venues of their choosing.

COMPLY WITH FUNDERS

Faculty OA policies enable researchers to comply with leading funding agencies' (e.g. NIH, NSF, DOE, NASA, Gates, Mellon) OA publishing requirements.

CWRU LIBRARIES SUPPORT

Many author publication fees or Article Publication Charges (APCs) are waived for select journals due to negotiations made by CWRU Libraries and our partner, OhioLINK. For more information about ACP funding and to browse a current list of participating journals, visit researchguides.case.edu/open/publishingCWRU

The proposed policy would align the University with 80+ other leading U.S. colleges and universities* to "shift the default" to enable open access.

*BU, Columbia, Dartmouth, Harvard, MIT, Princeton, and more.