



# Northeast Ohio

MEDICAL UNIVERSITY

## Board of Trustees

Northeast Ohio Medical University  
Signet Executive Board Room  
December 1, 2021

### Trustees Present:

Richard B. McQueen, Chair  
Phillip L. Trueblood, Vice Chair  
E. Douglas Beach, Ph.D.  
Paul R. Bishop, J.D., Trustee Emeritus  
Robert J. Klonk  
Sharlene Ramos Chesnes  
William H. Considine, M.H.S.A.  
Sanjay K.A. Jinka  
Darrell L. McNair, M.B.A.  
Joshua L. Tidd  
Ward J. "Tim" Timken Jr., M.B.A.  
Susan Tave Zelman, Ph.D.  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

### NEOMED Personnel Present:

Samantha A. Bliss  
Andre L. Burton, J.D.  
Andrea Coard  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Deborah L. Loyet, M.S., M.A.  
Lindsey H. Loftus, M.Ed., M.A.  
Lacey A. Madison, M.B.A., M.Ed., LSSBB  
Michelle M. Mulhern, M.P.A.  
Clayton R. O'Neal  
Maria R. Schimer, M.P.H., J.D.  
Steven P. Schmidt, Ph.D.  
Mary Taylor, M.Tax., CPA  
Elisabeth H. Young, M.D.

**1. Call to Order, Roll Call and Approval of the Minutes**  
**Richard B. McQueen, Chair**

**CALL TO ORDER  
AND ROLL CALL**

Chair McQueen called the meeting to order at 12:05 p.m. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

**Request for Recusal**

**REQUEST FOR  
RECUSAL**

Chair McQueen asked if any Trustee would need recusal from any of the agenda items presented; there being none, he proceeded with the meeting.

**1.1. Approval of the Minutes of the September 8, 2021, Meeting**

**APPROVAL OF THE  
SEPTEMBER 8, 2021  
MINUTES**

Chair McQueen noted that all Trustees had received copies of the minutes from the full Board meeting on September 8, 2021. He asked if there were any additions, deletions, or corrections. There being none, Chair McQueen called for a motion to approve the minutes of the September 8, 2021, meeting. Trustee Considine moved approval. Trustee Trueblood seconded the motion. The motion carried unanimously by voice vote.

**2. Oath of Office**  
**Maria R. Schimer, M.P.H., J.D.**

**OATH**

**2.1. New Trustee**

**OATH OF OFFICE TO  
WARD J. "TIM"  
TIMKEN JR., M.B.A.**

The oath of office to Trustee Ward J. "Tim" Timken Jr., M.B.A., was administered by Attorney Schimer.

**3. Executive Session**

**EXECUTIVE SESSION**

Chair McQueen called for a motion to go into Executive Session for the purpose of discussing legal matters at 12:12 p.m. Trustee Timken moved approval. Trustee McNair seconded the motion. Secretary Mulhern called the roll and the motion

passed unanimously.

At 12:50 p.m. Chair McQueen moved to reconvene the Board meeting. Trustee McNair seconded the motion. Chair McQueen stated that during the Executive Session, legal matters were discussed, and no actions were taken.

**4. Report of the President  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., FACS**

**REPORT OF THE  
PRESIDENT**

Dr. Langell began his report by discussing where the University is at in terms of COVID-19 cases and the impact it has had on campus in the fall semester. At this time, there are 29 employees who are not yet vaccinated and a few of these employees have submitted exemptions. NEOMED continues to work with other universities through the Inter-University Council (IUC) to identify next steps. Dr. Langell said he is very comfortable with where the campus is at in terms of cases. Many of our COVID-19 cases are from off campus events. The University continues to implement a mask mandate in all classrooms, while those in non-academic spaces have the opportunity to choose whether or not they will wear a mask. There are approximately two weeks remaining in the semester. Looking at the new Omicron variant there may be a need to move ahead with adjustments and protocols.

Trustee Beach asked if employees were still being tested on a regular basis. Dr. Langell said that testing is not mandatory at this time for employees. The reason being the process that has been created has been working well for the campus.

The University has been preparing for the Higher Learning Commission (HLC) review. The University stands in a good place for the review and there is no reason to believe any major issues will be identified.

Months ago, the NEOMED Board of Trustees authorized a new Master of Medical Science in Anesthesia program. This program has moved along very quickly and will undergo a site visit one week from today. The first cohort of this program will begin in January 2022. It will address the need for such individuals within the state of Ohio. This is a great program and these students are expected to do well financially following their two years of course work.

The University has had a great success with the REDIzone. The program has experienced a positive outcome and there are companies that are really starting to thrive. He noted there is a need for more resources. With that being said, there is a new established partnership with the Bounce Innovation Hub in Akron. They have a proven track record with helping successful startups. The NEOvations program has been reimaged and there is funding available to hire two new individuals. The hiring process is currently underway.

The strategic plan continues to move forward in a productive way. Ms. Lacey Madison will present later in the meeting and share how the University is moving forward. The team has done incredible work. A million dollars has been set aside for new strategic programming and over half of it has been awarded at this time.

The University is still in the process of hiring a Chief Medical Officer. There is a finalist for this position. Dr. Langell said the candidate has an incredible background and he looks forward to sharing more soon.

There is now an established steering committee for the dental program. The committee consists of 14 individuals. The first meeting was very positive, and there is another scheduled for the following week. The University is trying to serve a broader community in Ohio and there is much excitement about the program.

Dr. Steven Schmidt has announced that he is set to retire on June 30, 2022. Currently, Dr. Schmidt serves as the Vice President of Research and Dean of Graduate Studies. The position will be split into two separate positions going forward. Dr. Langell thanked Dr. Schmidt for his service to NEOMED.

Looking at NEOMED's financial portfolio, market gains have been positive. Ms. Taylor will provide an update in the committee meeting.

Dr. Langell recognized Trustee McNair for receiving The Black Professional of the Year award. Dr. Langell also recognized Trustee Klonek for being awarded the Richard W. Pogue Award for Excellence in Community Leadership and Engagement.

Dr. Langell noted the latest issue of the IGNITE magazine has been published. This publication continues to receive state honors and recognition.

Dr. Langell and Chair McQueen presented the award of Trustee Emeritus to Paul Bishop. This marks the first time in NEOMED's history that an Emeritus Trustee sits on the NEOMED Board of Trustees.

Dr. Langell's report concluded with his sharing Patch Adams will be on campus December 2. All are welcome, including Trustees.

Dr. Langell then invited Dr. Brownlee, Senior Associate Dean for Program Quality and Student Success in the College of Pharmacy, to present on the COVID-19 student response.

Dr. Brownlee thanked Dr. Langell and the Board for their time. He said he has been with the College of Pharmacy (COP) for approximately thirteen years in different capacities. The College has looked for ways to engage with the community during the ongoing pandemic. NEOMED's faculty and students were inquiring as to ways they could get more involved as they wanted to give back to the community. With the historic development of the COVID-19 vaccine COP's leadership came together and reviewed requests to support efforts regarding the pandemic.

**NORTHEAST OHIO  
MEDICAL  
UNIVERSITY COVID-  
19 STUDENT  
RESPONSE UPDATE**

First, the College developed a way to train immunizers. These individuals were in high demand at the beginning of 2021. There were also ways in which the College was able to enhance and make positive changes to the existing curriculum. Third, there was an emphasis on assisting local partners who were asking for help. Fourth, there was an enormous effort into what the College could do to help with the vaccine efforts on campus.

On the community training front, there was a need to train the community immunizers to begin immediately. NEOMED was able to train 120 pharmacists and 177 technicians, respectively. These trainings happened both live and virtual. Individuals traveled from as far as Toledo and Cincinnati. NEOMED had a significant impact. With NEOMED's own students, there has always been an immunization component as part of the curriculum. The College has been doing this since 2009. With the new vaccine getting approved, the College looked at ways to have students out in the community quickly. The College worked with faculty so students could begin their training nine months earlier and 60 students took advantage of this opportunity. These students did this during their winter break. By January 2021, a vast majority were able to immunize.

Other things to look at was the ability to talk about crisis management. By this time, there was an influx of need and support requested by various agencies. Local pharmacies and agencies reached out asking for assistance. The College was able to deploy to different health departments. There were 20 students who volunteered together over 500 hours for an agency in Akron. The College also partnered with Cleveland agencies to help provide sustained support for the mass vaccination site at the Wolstein Center. There were over 50 students working at various shifts. At some points, preparation and administering of 900 doses an hour was taking place.

Mass vaccination efforts on NEOMED's campus was also a high priority. Vaccination clinics were held on campus and thousands of vaccines were administered due to these clinics. The College also continues to engage in different activities within the community. NEOMED students, faculty and staff stand at the ready to help.

Trustee McNair asked what an approximate number of pharmacists that are currently needed in the state. Dr. Brownlee stated there has been a desperate need for pharmacists, and many vaccines go through these pharmacies. NEOMED is producing just about the right number for the demand. There is an expectation that a significant will retire early, but this is not entirely due to burnout like doctors have.

Trustee Chesnes Ramos asked how many bilingual pharmacists are currently enrolled at NEOMED. Dr. Brownlee said on campus there are approximately 10 to 15 percent of students who note English is their second language. There is a great need for students to be bilingual.

Dr. Langell thanked Dr. Brownlee for his presentation and welcomed Dr. Diaz, Associate Dean for Quality Initiatives for the College of Medicine, and Dr. Emerick, Senior Executive Director for Academic and Student Services, to present on the exceptional student experience.

Dr. Emerick said the exceptional student experience has been set as a priority within the strategic plan. The main focal point in this case is the student. There is a desire to identify why a student or prospective student would choose NEOMED. A former student said that she felt support from faculty and staff while at NEOMED. Now, this student is hoping to have the same impact on the students she works with.

These students are the biggest marketing tool the school has. Committee members are working to intentionally improve the students experience and collaborate through diverse thought. There is a need to identify the exceptional things the campus is already doing to make an exceptional experience. Dr. Emerick continued and shared improving the student experience leads to improved student satisfaction. This initiative needs to be University-wide.

Dr. Emerick stated by using the business case model there are benefits of improving the satisfaction rates. She highlighted by doing this the University could improve donor support, establish a clearer NEOMED brand and overall financial health. The main purpose and overarching goal is to implement positive change and sustain these changes.

Dr. Emerick highlighted what has been done thus far to improve the exceptional experience for students. There is now the ability to have additional support staff and the implementation of liaisons has been helpful. The team has also secured more than \$9,000 for survey incentives, Tableau license and NVivo license. The students will have the ability to see survey results and the process will be as transparent as possible.

Dr. Diaz began the next part of the presentation which focused on early results from a survey students have started to complete. Dr. Diaz said there is a diverse perspective on what makes an exceptional experience. Things like support and community were among the top thematic elements brought up in the survey. Future success, engagement with faculty and adaptable learning styles were also top answers.

Dr. Diaz also touched on the five important questions to keep in mind when creating these surveys. The questions listed in order are: What is your mission? Who is your customer? What does your customer value? What are your results? What is your plan? These questions were straight from Peter Economy, Inc.

For the exceptional student experience purpose, Dr. Diaz wanted to focus on question number three, which discussed what the customer valued. For that, Dr. Diaz acknowledged the need for student input. In collaboration, there are five elements in exceptional student experiences that make up the constructs. In order, they are loyalty (NPS), growth, satisfaction, outcomes, and perceived value. These five metrics were combined and intersected with the current climate of campus, curriculum, and student services.

**NORTHEAST OHIO  
MEDICAL  
UNIVERSITY  
EXCEPTIONAL  
STUDENT  
EXPERIENCE  
UPDATE**

While completing the second data collection, the survey looked at what rating students would give NEOMED on a rating from 1-10. The survey saw 30% of students responded - 113 students being detractors, 103 being passive and 77 being promoters.

Thematic findings include students with positive ratings said engagement, community, belonging, and support were positive things the University is already doing. While negative themes included lack of responses, lack of competitiveness and lack of respect. Dr. Emerick said there is now a steering committee, curriculum team, services team, climate/environment team to start addressing these issues.

Trustee Klunk asked if it is true that people who have more of a negative experience fill out the survey first. Dr. Diaz said that is true and as a classical statistician we lack to understand why.

Trustee Beach asked if the LCME provides a road map for student experience and what it should look like. Dr. Emerick said the committee and student services are trying to understand what truly is the most important to them. LCME helps the University understand if these students are satisfied, not why.

Trustee Tidd asked what the representation for these committees looks like. Dr. Emerick said there are students on all committees as well as faculty, staff, and liaisons. Once the committee has identified the thematic data, it will rely on students for the focus groups.

Trustee Jinka asked if there is a difference in classes in terms of thoughts on competitiveness. Dr. Emerick said there is different thoughts from different classes on what they think competitiveness is and where NEOMED stands in that ranking. However, it is important to be careful in how the data is analyzed.

Trustee Bishop asked if students are aware of the process being completed related to the committee's work. Dr. Emerick said the goal is to get these students excited about what is being done once the results have been identified.

Dr. Langell thanked Drs. Emerick and Diaz for their presentation and introduced Ms. Lacey Madison for her presentation.

Ms. Madison reviewed the Strategic Initiative funding. She highlighted the exceptional student experience, enrollment marketing, the NEOMED Writing Center, Journal of Medical Sciences of NEOMED, a revised campus map, a translational research series and pilot grants, multidisciplinary intermural funding program and NAPLEX preparation. To date, 54 percent of the one million dollars allotted for these types of funding requests have been distributed.

Trustee Timken asked if campus is safe in a crisis and the ability to handle it. Ms. Mary Taylor responded it is and shared the University has police officers which work on different task forces and employees also participate in training. In most parts of campus, individuals must use key cards to access many buildings and the University is in the process of using state funds to upgrade cameras and key cards.

Ms. Madison then discussed new software the University is using called Envisio. The demonstration was to show Trustees a breakdown of the pillars, strategic initiatives, and action plans within the Strategic Plan and how the data collected is being used.

Trustee Klunk inquired how the strategy team keeps a sense of urgency and does not get lost in the data. Ms. Madison shared the team is balancing the data and management of the progress. Continuing to support the pillar leads as they develop the action plans is also a critical component. Dr. Young also said it's her job as well as that of the other deans to lead the colleges and make them better every day. The urgency lives within the colleges.

Dr. Langell thanked Ms. Madison for her report.

There being no further comments or questions, Chair McQueen thanked Drs. Langell, Brownlee, Diaz, Emerick and Ms. Madison for their reports.

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| <p><b>5. Report of the Institutional Advancement Committee<br/>Sharlene Ramos Chesnes</b></p> <p>The report on Institutional Advancement was given at the committee meeting.</p>                            | <p><b>REPORT OF THE<br/>COMMITTEE CHAIR</b></p>                                      |
| <p><b>5.2.</b> A Blue Fund update and comprehensive fundraising summary were provided at the Institutional Advancement Committee meeting.</p>   | <p><b>BLUE FUND UPDATE<br/>AND<br/>COMPREHENSIVE<br/>FUNDRAISING<br/>SUMMARY</b></p> |
| <p><b>6. Report of the Academic and Scientific Affairs Committee<br/>Susan Tave Zelman, Ph.D.</b></p> <p>The report on Academic and Scientific Affairs was given at the committee meeting.</p>              | <p><b>REPORT OF THE<br/>COMMITTEE CHAIR</b></p>                                      |
| <p><b>6.2.</b> The recommendation to approve academic personnel actions (R2021-33) was approved under consent agenda.</p>   | <p><b>ACADEMIC<br/>PERSONNEL<br/>ACTIONS APPROVED<br/>(R2021-33)</b></p>             |
| <p><b>6.3.</b> The recommendation to approve nontenure-track faculty appointments (R2021-34) was approved under consent agenda.</p>   | <p><b>NONTENURE-TRACK<br/>APPOINTMENTS<br/>APPROVED<br/>(R2021-34)</b></p>           |
| <p><b>6.4. Academic Reports and Updates</b></p> <p>Dr. Richard Kasmer presented an update on the Higher Learning Commission (HLC) process during the Academic and Scientific Affairs Committee meeting.</p> | <p><b>REPORT ON HIGHER<br/>LEARNING<br/>COMMISSION (HLC)<br/>PROCESS</b></p>         |
| <p><b>6.5. Report on Research and Sponsored Programs</b></p> <p>The report on research and sponsored programs was highlighted during the Academic and Scientific Affairs Committee meeting.</p>             | <p><b>REPORT ON<br/>RESEARCH AND<br/>SPONSORED<br/>PROGRAMS</b></p>                  |
| <p><b>7. Report of the Finance, Fiscal Policy, and Investment Committee<br/>Phillip L. Trueblood</b></p> <p>The report on Finance, Fiscal Policy and Investments was given at the committee meeting.</p>    | <p><b>REPORT OF THE<br/>COMMITTEE CHAIR</b></p>                                      |
| <p><b>7.2.</b> The recommendation to approve hourly personnel actions (R2021-35) was approved under consent agenda.</p>   | <p><b>HOURLY<br/>PERSONNEL<br/>ACTIONS APPROVED<br/>(R2021-35)</b></p>               |
| <p><b>7.3.</b> The recommendation to approve administrative personnel actions (R2021-36) was approved under consent agenda.</p>   | <p><b>ADMINISTRATIVE<br/>PERSONNEL<br/>ACTIONS APPROVED<br/>(R2021-36)</b></p>       |
| <p><b>7.4.</b> The recommendation to approve the Affordability and Efficiency Report (R2021-37) was approved under consent agenda.</p>  | <p><b>AFFORDABILITY<br/>AND EFFICIENCY<br/>REPORT APPROVED<br/>(R2021-37)</b></p>    |

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| 7.5. | The report on revenue and expenditures, budget to actual comparison was given during the Finance, Fiscal Policy, and Investment Committee meeting.  | <b>REVENUE AND EXPENDITURE, BUDGET TO ACTUAL COMPARISON</b>  |
| 7.6. | The report on operating cash and endowment funds, investment was given during the Finance, Fiscal Policy, and Investment Committee meeting.   | <b>OPERATING CASH AND ENDOWMENT FUNDS, INVESTMENT REPORT</b> |
| 7.7. | The report on Key Performance Indicators was given during the Finance, Fiscal Policy, and Investment Committee meeting.   | <b>KEY PERFORMANCE INDICATORS</b>                            |
| 7.7. | Chair McQueen stated that all committee reports, and action items have been reviewed and called for a motion to approve a consent agenda items 5.2 through 7.7. This includes Resolutions 2021-33 through 2021-37. Trustee Timken moved approval. Trustee Klonek seconded the motion. No one opposed. The motion was carried unanimously by voice vote. | <b>CONSENT AGENDA APPROVED (R2021-33 THROUGH R2021-37)</b>   |
| 8.   | <b>Old Business</b>   | <b>OLD BUSINESS</b>  |
| 9.   | <b>New Business</b>   | <b>NEW BUSINESS</b>  |
| 10.  | <b>Adjournment</b>  | <b>MOTION TO ADJOURN</b>                                     |
|      | There being no further business, Chair McQueen called for a motion to adjourn the meeting at 4:02 p.m. Trustee Klonek moved the approval. Trustee Trueblood seconded the motion. No one opposed. The motion was carried unanimously by voice vote.  |  |

For a fully executed version of the minutes, please contact the Board office at 330.325.6864.