



Board of Trustees

Greater Akron Chamber of Commerce, Akron, OH

September 12, 2019

Trustees Present:

Robert J. Klonk, Chair
Paul R. Bishop, J.D., Vice Chair
E. Douglas Beach, Ph.D.
Sharlene Ramos Chesnes
Joseph R. Halter Jr.
David J. Johnson
Chander M. Kohli, M.D.
Richard B. McQueen
Jonathan H. Seok
Phillip L. Trueblood
Susan Tave Zelman, Ph.D.
Jay A. Gershen, D.D.S., Ph.D., Ex Officio

NEOMED Personnel Present:

Daniel S. Blain, M.A., M.S.W.
Christine R. Curry, M.A.
Roderick L. Ingram Sr., M.B.A.
Deborah L. Loyet, M.S., M.A.
Michelle M. Mulhern, M.P.A.
Lisa E. Noland
Maria R. Schimer, M.P.H., J.D.
Steven P. Schmidt, Ph.D.
John J. Stilliana, M.A.
John R. Wray, J.D.
Elisabeth H. Young, M.D.

**1. Call to Order, Roll Call and Approval of the Minutes
Robert J. Klonk, Chair**

**CALL TO ORDER AND
ROLL CALL**

Chair Klonk called the meeting to order at 12:40 p.m.

Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

1.1. Approval of the June 5, 2019, Minutes

**MOTION TO APPROVE
JUNE 5, 2019, MINUTES
(M2019-12)**

Chair Klonk noted that all Trustees had received copies of the minutes from the full Board meeting on June 5, 2019. He asked if there were any additions, deletions or corrections. There being none, Chair Klonk called for a motion to approve the minutes of the June 5, 2019, meeting. Trustee Beach moved approval. Trustee Halter seconded the motion. The motion carried unanimously by voice vote.

1.2 Approval of the July 24, 2019, Minutes

**MOTION TO APPROVE
JULY 24, 2019, MINUTES
(M2019-13)**

Chair Klonk noted that all Trustees had received copies of the minutes from the full Board meeting on July 24, 2019. He asked if there were any additions, deletions or corrections. There being none, Chair Klonk called for a motion to approve the minutes of the July 24, 2019, meeting. Trustee Bishop moved approval. Trustee Halter seconded the motion. The motion carried unanimously by voice vote.

Request for Recusal

REQUEST FOR RECUSAL

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

**2. Report of the President
Jay A. Gershen, D.D.S., Ph.D.**

**REPORT OF THE
PRESIDENT**

President Gershen congratulated Dr. Kasmer and the College of Pharmacy for winning the Script Your Future Medication Adherence Team Challenge Health Disparities/Under-represented Community Outreach Award during the 2019 AACP Annual Meeting in Chicago.

President Gershen informed the Board that former student Trustee, Dr. Carl Allamby, has received national attention for his non-traditional path to becoming a physician. Dr. Allamby's story has been featured in several national news outlets, including the Kelly Clarkson Show.

NEOMED will continue the tradition of hosting an "On the Table Akron" event where the community will be engaged in ways to address issues such as diversity, equity and Inclusion, drugs and addiction, aging and other noteworthy topics.

President Gershen stated that he is in the process of meeting with more than 100 friends of the University as part of his farewell tour. These meetings have a special meaning to Dr. Gershen, and he looks forward to these relationships continuing with Dr. Langell.

President Gershen expressed his gratitude to Mr. Seok for representing the Trustees at both the College of Medicine and College of Pharmacy White Coat Ceremonies.

The 2019 Ohio Department of Higher Education's Annual Trustees Conference will take place on October 29 and 30, 2019, on the campus of Columbus State Community College. Governor DeWine will be in attendance, and Trustees and participants will gain a clear understanding of the DeWine administration's higher education priorities. Mr. Stilliana stated that this will be Chancellor Randy Gardner's first Board of Trustees meeting as Chancellor and he would encourage the NEOMED Trustees to participate. President Gershen asked that Trustees inform Ms. Mulhern of their availability to attend this event.

Northeast Ohio Medical University Strategic Plan Update

Deborah L. Loyet, M.S., M.A.

Director, Administration and Faculty Affairs

Michelle M. Mulhern, M.P.A.

Chief of Staff and Secretary, Board of Trustees

President Gershen asked Secretary Mulhern and Ms. Loyet to provide an update on Strategic Planning.

Ms. Loyet reviewed the four overarching goals, provided information on University transitions surrounding the strategic plan, and reported on the progress of four key strategic initiatives. She noted that two initiatives are in need of attention which include improving faculty compensation and retention; and initiating and securing sources of revenue.

An intensive study and evaluation of faculty compensation was completed within each of the Colleges. As a result of the study, July 1, 2019, was identified as the date to dispense the first allocation to adjust salaries for those faculty whose salaries were furthest below national benchmarks.

Trustee Beach requested information on the NEOMED faculty compensation model. Dr. Young explained that faculty in the College of Medicine are guaranteed 100% of their salary. This is in contrast with other universities that require faculty to generate a portion of their salary through grants. When questioned why NEOMED uses this method, Dr. Young replied that this has been a long-standing model used as a way to attract talented faculty. President Gershen stated that this model has been sustainable thus far but may need to be revised in the future.

Trustee Beach inquired about the College of Medicine faculty attrition

rate. Dr. Young acknowledged that there is some attrition due to retirement and faculty being lured to larger universities such as The Ohio State University and UCLA.

Ms. Loyet continued and noted the achievement of academic excellence is a priority of the Strategic Plan. Five domains for measuring the optimization of educational experiences have been identified as:

- Active applied pedagogical approach
- CQI culture of teaching and learning
- Customized learner experience
- Holistic student advising
- Student-focused paradigm

Secretary Mulhern reported on the process to redefine relationships with clinical partners. She informed the Trustees that Summa and NEOMED have entered into a preferred partnership agreement, and Akron Children's Hospital and NEOMED have entered into a preferred affiliation agreement.

Secretary Mulhern invited Dr. Young to discuss Project ECHO (Extension of Community Health Care Outcomes). Dr. Young provided a brief background on the project and announced that NEOMED has been granted provisional approval to become a Project ECHO super-hub for training. A super-hub is an organization that can train and support hubs within the ECHO model. Originally, ECHO training was conducted only in New Mexico. However, project leaders felt that other centers must be able to train in order to continue the growth of the ECHO movement. To enable this, the concept of super-hubs has been developed. Through this initiative, NEOMED will engage in workforce development by training students and placing health care providers in underserved communities.

Secretary Mulhern thanked Dr. Young for the report and congratulated the College of Medicine on this accomplishment.

Ms. Mulhern continued her report by providing information on initiating and securing sources of revenue. These sources include the Voluntary Separation Program, a minimal increase of 1.75% to student tuition, continued efforts to increase student retention and maximize academic enrollment, and continued collaboration with Peg's Foundation.

The next steps for the Strategic Plan include the Strategic Plan Assessment and Implementation Committee (SPAIC) working with champions on quantitative measures, timelines and milestones; communicating current progress of strategic initiatives to the NEOMED community; continuing to work with individual departments to align Strategic Plan related efforts; monitoring the progress of implementation of strategic initiatives; and presenting an updated Strategic Plan scorecard at the next meeting of the Board of Trustees in December.

Board Chair Klonek addressed the concept of telehealth medicine and asked how revenue can be generated from initiating such a program. Dr. Young stated that the Wasson Center's new location within the Medical Office Building will be equipped with telehealth technology, and, as a result, will attract external paying constituents to the University

President Gershen congratulated Secretary Mulhern and Ms. Loyet on the work they have done on the Strategic Plan.

Vice President for Research and Dean, College of Graduate Studies

President Gershen invited Dr. Schmidt to speak about the College of Graduate Studies and the development of distance learning programs.

Dr. Schmidt provided a brief background on the College of Graduate Studies (COGS) and explained that graduate education is an essential element of the culture of a health professions university. The COGS offers Ph.D. programs, Masters Programs, and Graduate Certificates.

The COGS has no appointed faculty. It leverages faculty time, effort and expertise from the Colleges of Medicine and Pharmacy. In addition, the work of the COGS is guided by a Graduate Faculty Council.

Dr. Schmidt further reported on COGS enrollment over the previous six years. Throughout this six-year period, enrollment has remained consistent at around 75 students, except for 2019 which saw an increase to 91 students.

The revenue and expenses of COGS indicate that revenue generated in AY 2018/2019 was higher than expenses. Dr. Schmidt explained that only a small amount of COGS program credits are eligible for State Share of Instruction (SSI) dollars. This subsidy cannot be earned for coursework completed by students who are dually enrolled in NEOMED programs.

Dr. Schmidt announced that COGS is moving forward on its strategic plan goal of increasing enrollment by developing new programs. Effective July 30, 2019, the Institutional Action Council of the Higher Learning Commission approved a request to offer distance education courses and programs. In partnership with Kent State University, the COGS will offer a fully online graduate program in Health System Pharmacy Administration.

Dr. Schmidt stated that COGS is also looking into developing a Health Care Leadership Track by building a core curriculum of leadership related courses that require students complete the equivalent of certificate programs that can be stacked together to create a stackable certificate graduate degree. This program will require start-up support and resources. Trustee Ramos Chesnes suggested that we utilize physicians who are associated with the REDlzone given their business background.

Trustee Johnson pointed out that it is critical that we ensure that effective technology is in place so that students receive a quality education through distance learning.

Northeast Ohio Medical University Medical Office Building, First Floor/Rootstown Community Pharmacy

John R. Wray, J.D.

Vice President for Administration and Finance

President Gershen invited Mr. Wray to provide an update on the NEOMED Medical Office Building and the relocation of the Rootstown Community Pharmacy.

Mr. Wray reported that construction has begun on a 90,000 square foot medical office building that will be connected to the NEW Center. It is anticipated the building will be completed on time and under budget. The structure will be enclosed to allow the subcontractors to work through the winter and complete the building before the start of the academic year in August 2020.

In addition to the Medical Office Building, the Medical Corridor within the

NEW Center will be complete. This build-out will include space for a dental office and the relocation of the Rootstown Community Pharmacy that will include a drive-through window. It is estimated that the addition of the drive-through will increase prescription sales by 25-35%.

The relocation of the Rootstown Community Pharmacy will allow its current location to be divided for multiple use. The front portion will become the NEOMED Bookstore, and the remainder of the space will be renovated to accommodate sites for additional medical practitioners and diagnostic services. A major component of this initiative is to develop new revenue sources to supplant state funding and student tuition.

Mr. Wray stated that the addition of the pharmacy, the dental practice, and available space for other medical services, provides needed elements that bring us closer to a full-service family health care center. The goal is to partner with one or more of our affiliated hospitals to develop a potential clinical site for instruction of our students. NEOMED leadership is dedicated to identifying synergistic health care providers that complement our academic operations and research programs.

Chair Klonek moved that the Board function as a Committee of the Whole. Trustee McQueen seconded the motion. The motion carried unanimously by voice vote.

**3. Report of the Institutional Advancement Committee
Joseph R. Halter Jr.**

**COMMITTEE OF THE
WHOLE (M2019-14)**

**REPORT OF THE
COMMITTEE CHAIR**

The report on institutional advancement was given at the Committee meeting.

3.2. The comprehensive fundraising update was given at the Institutional Advancement Committee meeting.

**COMPREHENSIVE
FUNDRAISING UPDATE**

Information about the Blue Fund was provided during the Institutional Advancement Committee meeting.

**4. Report of the Academic and Scientific Affairs Committee
Richard B. McQueen**

**REPORT OF THE
COMMITTEE CHAIR**

The report on academic and scientific affairs was given at the committee meeting.

4.2. The recommendation to approve academic personnel actions (R2019-24) was approved under consent agenda.

**ACADEMIC ACTIONS
APPROVED (R2019-24)**

4.3. The recommendation to approve nontenure-track faculty appointments (R2019-25) was approved under consent agenda.

**NONTENURE-TRACK
APPOINTMENTS
APPROVED (R2019-25)**

4.4 The recommendation to approve faculty improvement leave for Alexander V. Galazyuk (R2019-26) was approved under consent agenda.

**FACULTY IMPROVEMENT
LEAVE FOR ALEXANDER
V. GALAZYUK (R2019-26)**

4.5 The recommendation to approve faculty rank and tenure for John Thomas Langell, M.D., Ph.D., M.P.H., M.B.A. (R2019-27) was approved under consent agenda.

**FACULTY RANK AND
TENURE FOR DR.
LANGELL (R2019-27)**

4.6 The recommendation to approve the award of Professor and Chair Emeritus, College of Medicine, Northeast Ohio Medical University to Mark R. Munetz, M.D. (R2019-28) was approved under consent agenda.

**PROFESSOR AND CHAIR
EMERITUS AWARD TO DR.
MUNETZ (R2019-28)**

4.7. Report on Research and Sponsored Programs and Academic Programs

**REPORT ON RESEARCH
AND SPONSORED**

<p>The report on research and sponsored programs was reviewed during the Academic and Scientific Affairs Committee meeting.</p>	<p>PROGRAMS</p>
<p>5. Report of the Finance, Fiscal Policy and Investment Committee Sharlene Ramos Chesnes</p>	<p>REPORT OF THE COMMITTEE CHAIR</p>
<p>The report on finance, fiscal policy and investments was given at the committee meeting.</p>	
<p>5.3. The recommendation to approve classified personnel actions (R2019-29) was approved under consent agenda.</p>	<p>CLASSIFIED PERSONNEL ACTIONS APPROVED (R2019-29)</p>
<p>5.4. The recommendation to approve administrative personnel actions (R2019-30) was approved under consent agenda.</p>	<p>ADMINISTRATIVE PERSONNEL ACTIONS APPROVED (R2019-30)</p>
<p>5.5. The recommendation to approve the investment with Harrison Street Core Fund made by a motion from the floor was approved under consent agenda.</p>	<p>APPROVAL OF THE INVESTMENT WITH HARRISON STREET CORE FUND</p>
<p>5.5.1. The recommendation to approve the investment through the ClearAccess Balanced Hedge Fund Group by a motion from the floor was approved under consent agenda.</p>	<p>APPROVAL OF THE INVESTMENT THROUGH THE CLEARACCESS BALANCED HEDGE FUND GROUP</p>
<p>5.5.2. The Recommendation to approve the Northeast Ohio Medical University Investment Policy (R2019-31) was approved under consent agenda.</p>	<p>APPROVAL OF THE NEOMED INVESTMENT POLICY (R2019-31)</p>
<p>5.6. The report on revenue and expenditures and budget to actual comparison was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>	<p>REPORT ON EXPENDITURES/BUDGET</p>
<p>5.7. The report on operating cash, endowment funds and investment report was given during the Finance, Fiscal Policy and Investment Committee meeting.</p>	<p>REPORT ON INVESTMENTS</p>
<p>The Key Performance Indicators were provided for Board review.</p>	<p>KEY PERFORMANCE INDICATORS</p>
<p>Chair Klunk stated that all committee reports had been reviewed and called for a motion to approve a consent agenda on agenda items 4.2. through 5.5. Trustee Kohli moved approval. Trustee Zelman seconded the motion. No one opposed. The motion carried unanimously by voice vote.</p>	<p>CONSENT AGENDA APPROVED (R2019-24 THROUGH R2019-31)</p>
<p>6. Report of the Nominating Committee Joseph R. Halter</p>	<p>REPORT OF THE COMMITTEE CHAIR</p>
<p>6.1. Report of the Nominating Committee August 26, 2019, Meeting</p>	<p>INFORM</p>
<p>Committee Chair Halter noted the Nominating Committee met by conference call on August 26, 2019, to discuss nominations for the positions of Chair and Vice Chair of the NEOMED Board of Trustees. The members included Committee Chair Joseph R. Halter Jr.; E. Douglas Beach, Ph.D.; Phillip L. Trueblood; Robert J. Klunk, Ex Officio; and Jay A. Gershen, D.D.S., Ph.D., Ex Officio. Board Secretary Michelle Mulhern was also on the call.</p>	
<p>Committee Chair Halter reported that the Committee discussed the need for continuity on the Board and the furtherance of the Board</p>	

culture.

Committee Chair Halter stated that Vice Chair Bishop has expressed an interest and willingness to serve a one-year term as Board Chair. Committee Chair Halter also informed the Committee that two candidates have expressed interest in serving as Vice Chair. They include Sharlene Ramos Chesnes and Richard B. McQueen. During the call, the Committee approved the nomination of each individual for the respective roles.

Committee Chair Halter also noted that Trustees may be nominated from the floor or self-nominate.

7. Election of Officers

On behalf of the Nominating Committee, Chair Halter moved to nominate Paul R. Bishop as Chair. There were no other nominations. Trustee Trueblood seconded the nomination. The motion carried unanimously by voice vote.

On behalf of the Nominating Committee, Chair Halter moved to nominate Sharlene Ramos Chesnes, as Vice Chair. Trustee Zelman seconded the nomination. The motion carried unanimously by voice vote.

On behalf of the Nominating Committee, Chair Halter moved to nominate Richard B. McQueen, as Vice Chair. Board Chair Klonk seconded the nomination. The motion carried unanimously by voice vote.

Committee Chair Halter asked Secretary Mulhern to distribute ballots for the position of Vice Chair and asked each of the candidates to briefly highlight their interest in serving in this position.

Trustee McQueen was elected as the NEOMED Board of Trustees Vice Chair by paper ballot.

7.1. Attorney Schimer administered the Oath of Office to Chair Paul R. Bishop, J.D.

7.2. Attorney Schimer administered the Oath of Office to Vice Chair Richard B. McQueen.

7.3. Chair Klonk moved approval of the administrative appointment of Secretary, NEOMED Board of Trustees to Michelle M. Mulhern. Trustee Halter seconded the motion. The motion was approved unanimously by voice vote.

8. Old Business

No old business was discussed.

9. New Business

9.1. Secretary Mulhern presented a resolution of appreciation to Joseph R. Halter.

Trustee Kohli moved approval of Resolution 2019-32 as presented. Board Chair Klonk seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

Executive Session

INFORM

**PAUL R. BISHOP ELECTED
CHAIR (M2019-15)**

**SHARLENE RAMOS
CHESNES NOMINATED
FOR VICE CHAIR (M2019-
16)**

**RICHARD B. McQUEEN
NOMINATED FOR VICE
CHAIR (M2019-17)**

DISTRIBUTION OF BALLOTS

**OATH OF OFFICE TO PAUL
R. BISHOP, CHAIR**

**OATH OF OFFICE TO
RICHARD B. MCQUEEN,
VICE CHAIR**

**ADMINISTRATIVE
APPOINTMENT OF
SECRETARY, NEOMED
BOARD OF TRUSTEES TO
MICHELLE M. MULHERN
(M2019-18)**

OLD BUSINESS

NEW BUSINESS

**RESOLUTION OF
APPRECIATION FOR
JOSEPH R. HALTER
(R2019-32)**

EXECUTIVE SESSION

Chair Klonk moved to go into Executive Session to discuss issues of employee compensation and legal matters at 4:12 p.m. Trustee Ramos Chesnes seconded the motion. Secretary Mulhern called the roll and the motion passed unanimously.

At 4:32 p.m. Chair Klonk moved to reconvene the Board meeting. He stated that during the Executive Session, employee compensation issues and legal matters were discussed but no action was taken.

10. Adjournment

**MOTION TO ADJOURN
(M2019-19)**

There being no further business, Trustee Klonk moved to adjourn the meeting at 4:35 p.m. Trustee Halter seconded the motion. No one opposed. The motion was carried unanimously by voice vote.

Respectfully submitted:

Michelle M. Mulhern
Secretary

Approved by:

Robert J. Klonk
Board Chair

For a fully executed version of the minutes, please contact the Board office at 330.325.6252.