



## Board of Trustees

Northeast Ohio Medical University, Rootstown Campus  
December 1, 2022

### Trustees Present:

Phillip L. Trueblood, Chair  
E. Douglas Beach, Ph.D., Vice Chair  
Sharlene Ramos Chesnes (Remote)  
William H. Considine, M.H.S.A.  
Darrell L. McNair, M.B.A.  
Sanja K.A. Jinka  
Olivia L. Safady  
Tim Timken, M.B.A.  
Susan Tave Zelman, Ph.D. (Remote)  
John T. Langell, M.D., Ph.D., M.P.H., M.B.A., Ex Officio

### Trustees Absent:

Richard B. McQueen

### NEOMED Personnel Present:

Julie M. Aultman, Ph.D.  
M. Frank Beck, D.D.S.  
Samantha A. Bliss  
Andre L. Burton, J.D.  
Patrick J. Gallegos, Pharm.D.  
Rebecca Z. German, Ph.D. (Remote)  
Roderick L. Ingram Sr., M.B.A.  
Richard J. Kasmer, Pharm.D., J.D.  
Lindsey H. Loftus, M.Ed., M.A.  
Heather L. McColloch  
Lacey A. Madison, M.B.A., M.Ed., LSSBB  
Nancy M. Mikos  
Eugene M. Mowad, M.D.  
Michelle M. Mulhern, M.P.A.  
Clayton R. O'Neal, M.S.  
Doreen K. Riley, M.S.  
Maria R. Schimer, M.P.H., J.D.  
Mary Taylor, M. Tax., CPA  
Kristin Z. Victoroff, D.D.S., Ph.D.

### Others Present:

Deborah A. Okey, J.D.

**1. Call to Order, Roll Call and Approval of the Minutes**  
**Phillip L. Trueblood, Chair**

**CALL TO ORDER  
AND ROLL CALL**

Chair Trueblood called the meeting to order at 12:55 p.m. Ms. Mulhern, Secretary, called the roll and noted that a quorum was present.

**Request for Recusal**

**REQUEST FOR  
RECUSAL**

Chair Trueblood 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 15, 2022, Meetings**

**APPROVAL OF THE  
SEPTEMBER 15, 2022  
MINUTES**

Chair Trueblood noted that all Trustees had received copies of the minutes from the full Board meeting on September 15, 2022. He asked if there were any additions, deletions, or corrections. There being none, Chair Trueblood called for a motion to approve the minutes of the September 15, 2022, meeting. Trustee Timken moved approval. Trustee McNair seconded the motion. The motion carried unanimously by voice vote.

**3. Report of the President**

**REPORT OF THE  
PRESIDENT**

John T. Langell, M.D., Ph.D., M.P.H., M.B.A., FACS

Dr. John Langell noted the University received great news from the Higher Learning Commission (HLC) and shared the University is fully accredited for the next ten

years. This was no small undertaking, and the entire process was led by a team of experts including Dr. Rick Kasmer, Deborah Loyet, Dr. Jeff Wenstrup, and so many others. Everything went smoothly, but there was one small follow-up request from the HLC related to diversity. They have asked for more information as to how the University will increase faculty diversity which is reflective of the student populations' diversity. A celebratory event will be scheduled in January.

Diversity is front and center at NEOMED and he was pleased to share that NEOMED is on track to create the type of organization that is a direct result of the President's Diversity and Equity Advisory Council (PDEAC Report 2022) for positive change. He thanked the members of PDEAC for providing guidance and knowledge related to this initiative. The focus next will be on faculty and staff.

Dr. Langell provided an update on the College of Medicine dean search and thanked Dr. Mowad, the Interim Dean for his leadership. The University is well into the search process with four finalists who were invited to campus for two-day visits. The community was asked for input via a survey and there are three who ranked very high. It is anticipated one to two candidates will be invited to return to meet with the CEOs of surrounding hospitals with the hope to have a decision by the end of January.

Dr. Langell congratulated Dr. Rebecca German who has accepted the position as Vice President for Research after the extensive search. She received overwhelming support and will do an amazing job.

Dr. Langell thanked the Board of Trustees for approving the Bitonte College of Dentistry which will be a huge growth opportunity for NEOMED. Along with this announcement comes the additions of Frank Beck, D.D.S., FAAHD, who will serve as the Interim Inaugural Dean and Kristen Victoroff, D.D.S., Ph.D., who was hired as Associate Dean of Education and Academic Affairs who brings outstanding expertise to the team. The inaugural class is anticipated to begin in the fall of 2025; however, there is a possibility the first class could begin the fall of 2024.

The University held its first annual Transformational Leaders Day last month and Dr. Forrest Faison was the guest speaker. It was a successful day which included team bonding and a chance to discuss leadership and the many great successes that have occurred. NEOMED was proud to recognize leaders and graduates coming out of the University such as Crystal Mackall, M.D. ('84) and Nancy Gantt, MD, Professor of Surgery at NEOMED. Dr. Mackall was one of 100 newly elected new members of the National Academy of Medicine which is among the highest honors in the fields of health and medicine. Dr. Gantt was also among a group of 65 esteemed surgeon educators inducted into membership in the American College of Surgeons Academy of Master Surgeon Educators. Amy Acton, M.D. ('90) and James Kravec ('02) both boast prestigious accomplishments for their roles in public health. Dr. Acton received the Mercy Health Foundation Leadership Award and Dr. Kravec received the Heart of the Mission Award. Special recognition was also brought to light for Board Trustee member Darrell McNair who is one of two people receiving the 68<sup>th</sup> Annual Humanitarian Award.

Dr. Langell also mentioned NEOMED's Giving Day celebration and thanked everyone personally; this initiative is important to the University as it allows students unique opportunities such as the Student-Run Free Clinic to operate.

Student Trustees Sanjay K.A. Jinka and Olivia L. Safady delivered the Student Trustee Update Report. They recognized two individuals that go above and beyond to make a positive impacts on students at the University: Harmony Stanger, Assistant Director of Student Affairs, College of Medicine, and Michael Appleman, Director, Primary Care Education, Associate Director, Integrated Pathway Programs.

**STUDENT TRUSTEE  
UPDATE**

Mr. Jinka shared Ms. Stanger assists with so many things at NEOMED, is a great resource, and is very dedicated to the students. Ms. Safady added that Mr. Appleman is an asset as well. He fosters students' interests and sympathizes with students; both go beyond what is expected. They organize fun events on campus, advise students, create leadership and mentorship opportunities, and are a critical part of promoting the University's values of creating transformational leaders in health care. Dr. Mowad said Mr. Jinka and Ms. Safady were wise beyond their years in the selection of their two candidates for recognition. He stated that Ms. Stanger is a great asset in reviving the alumni network among students and Mr. Appleman is an excellent choice in the research and scholarship focus areas.

Next topic of discussion was NEOMED's image on the national stage. From a student's perspective, locally NEOEMD has a great reputation, but nationally it is not as recognizable. Some students' experiences have been confused as a DO/IMG school and there is concern that there may be limits to opportunities after graduation. Students are asking what publicity initiatives are being implemented nationally.

Mr. Jinka and Ms. Safady shared that possible new initiatives suggested were additional support for attending national conferences, more interaction between alumni and students which may aid in students securing residency or rotation positions and providing unique mentorship opportunities and perspectives. Both agreed if the University helped foster the relationships early between alumni and students, it will only help open more doors. Students and alumni want to connect with each other.

Roderick Ingram, Vice President for Marketing and Chief Communications Officer spoke on behalf of the Marketing and Communications department on the progress that has been made. Highlights include enhanced diversity efforts, increased internal communications including "The Pulse," and engagement within the Cleveland market.

Questions were also raised regarding advocacy with elected officials and student impact. Mary Taylor shared John Stilliana and Janet Coon, Government and External Affairs, do a fantastic job organizing students focused on government advocacy with events including candidates' nights in Akron, Columbus, and surrounding areas.

Chair Trueblood thanked the student trustees for their report.

Lacey Madison, Vice President for Strategy and Transformation, said transformation is the University's North star. NEOMED is nearing the mid-way point of its strategic plan and making great progress implementing its strategic goals. In February of 2021, 67 plans were submitted for prioritization and after a two-part prioritization process, the University was able to identify high priority plans and a roadmap for the work to come.

## **NORTHEAST OHIO STRATEGIC PLAN UPDATE**

In August NEOMED underwent a digital transformation to report performance of the strategic plan and welcomed Envisio, the reporting platform. The first year of the Strategic Initiative Funding Program (SIF) concluded in July with 94 percent of funds awarded.

To date, the strategic plan progress is tracking approximately 41 percent ahead of target. To recap, the four strategic focus areas are: Exceptional Experience, Diversity, Equity and Inclusion, Leadership and People. There are six pillars and 42 initiatives with over 100 actions plans. Shortcuts or areas of strategic focus were created.

Ms. Madison highlighted the Strategic Initiative Funding and said to-date, \$159,833 was awarded for initiatives including a Student Government Affairs Advisory Council, a Cloud-Based Contract Management System, and a Peer Recognition Program. She continued to provide pillar updates beginning with people given people are the most valuable resource. NEOMED is committed to a diverse workforce and student body as well as the development and retention of strong leaders. Ms. Madison

commented the People Pillar is at 44 percent progress and highlighted some amazing attributes including 30 percent of the Medicine class is of Black/Latinx population, 16 percent is Underrepresented Minority (URM) enrollment at NEOMED, eight of 10 students are Ohio residents, 68 percent of new hires are women and 60 percent of NEOMED alumni are licensed to practice in Ohio. The University has also seen the largest total enrollment at 1,011, which is an eight percent growth since 2017.

The Education Pillar is the highest priority, educating students. This pillar progress is at 32 percent and highlights the Exceptional Student Experience. Ms. Madison shared 60 percent of the College of Medicine graduates chose residencies in Ohio, 55 percent (more than half) of the College of Pharmacy graduates chose to pursue residency training with an 87 percent match rate (that is 17 percent above the national average), there are three new programs in the College of Graduate Studies, and a 99 percent, five-year College of Medicine match rate.

The inaugural Master of Leadership and Health Systems Science (MLHSS) class of 2021-2022 with 12 leadership students was successful. The students completed capstone projects with University Hospitals of Cleveland, Summa Health System and the Cleveland Clinic.

The Discovery Pillar is progressing at 44 percent. Ms. Madison noted this pillar is important because productive research improves health, leaders develop significant discoveries, a culture of discovery leads to innovation and new models of care and discovery provide unique learning opportunities. Some major pillar accomplishments to note in fiscal year 2022 include 86 total awards; \$14.3 million awarded, 42 active NIH Awards and 23 NIH FY2021/2022 grants.

The next pillar is Service and Community Engagement, progressing at 35 percent. NEOMED looks to be strategic and intentional in deciding how to invest its human and financial resources and will focus on service opportunities and partnerships with the greatest value and return on investment. Ms. Madison said the Student-Run Free Clinic is doing a wonderful job. Students put in over 18,000 volunteer hours which is a good story to tell. She has seen it from the beginning, and it has been recognized as a National Association of Free Clinics with a 2022 Standards Gold Quality Rating.

The Growth Pillar supports the University's mission, enhances the ESE, impacts infrastructure, serves the community, adds value to NEOMED's image and reputation and provides a sustainable financial model. This pillar progress is at 38 percent. Highlights and metrics include: \$1.5 million in total has been allocated to support the strategic initiative and includes the addition of the Dental College at NEOMED to address oral health care needs within the state.

Administrative and Academic Support Operations is the final pillar and is progressing at 51 percent. This pillar focuses on operations that are efficient and continuous quality improvement is a focus. According to Ms. Madison, since 2021 the Lean Six Sigma Program as graduated 299 Yellow Belts and 67 Green Belts and in FY2023 34 Yellow Belts and 10 Green Belts have completed training. Some examples of highly successful Green Belt Projects implemented include the Accounting department's project reducing the number of folders in their drive by 76 percent, the department of Pharmacy Practice conducted an improvement project for a new faculty onboarding process and saw a 53 percent reduction in faculty turnover rate, a 12 percent increase in awareness of professional development opportunities, and finally Dr. Jennifer Hillyer from the College of Medicine Faculty Development Office focused her project on increasing faculty engagement with peer instruction resources and increasing efficiency in responding to individual resource requests and professional development needs. The project resulted in an increase in resource utilization of 235 percent over a five-month period. NEOMED is becoming a Lean Six Sigma workforce.

**4. Executive Session**

**EXECUTIVE SESSION**

Chair Trueblood called for an Executive Session for the purpose of discussing legal matters at 1:51 p.m. Trustee Timken moved the motion while Trustee Beach seconded. Secretary Mulhern called the roll and the motion passed unanimously.

At 2:26 p.m. Chair Trueblood moved to reconvene the Board and Trustee Timken seconded the motion. No one opposed. The motion was approved unanimously by voice vote.

Chair Trueblood confirmed no action was taken and asked General Counsel to draft an amendment for signature by the Board Chair and President.

**5. Report of the Institutional Advancement Committee  
Darrell L. McNair, M.B.A., Committee Chair**

**REPORT OF THE  
COMMITTEE CHAIR**

**5.2.** The report on Institutional Advancement was given at the committee meeting. An update on the progress of FY23 goals was provided as well as philanthropic and advancement strategies, fundraising initiatives and staffing goals were provided at the Institutional Advancement Committee Meeting.

**UPDATE ON FY23  
PROGRESS ON  
GOALS,  
PHILANTHROPIC  
PRIORITIES, BOARD  
ENGAGEMENT IN  
PHILANTHROPY  
AND ACTION ITEMS**

**6. Report of the Academic and Scientific Affairs Committee  
E. Douglas Beach, Ph.D.**

**REPORT OF THE  
COMMITTEE CHAIR**

The report on Academic and Scientific Affairs was given at the committee meeting.

**6.2.** The recommendation to approve Academic Personnel Actions (R2022-37) was approved under general consent agenda.

**ACADEMIC  
PERSONNEL ACTION  
APPROVED  
(R2022-37)**

**6.3.** The recommendation to approve Nontenure-Track Faculty Appointments (R2022-38) was approved under general consent agenda.

**NONTENURE-TRACK  
FACULTY  
APPOINTMENTS  
APPROVED (R2022-  
38)**

**6.4.** The recommendation to approve Professor Emeritus, John Y.L. Chiang, Ph.D., FAASLD (R2022-39) was approved under general consent agenda.

**PROFESSOR  
EMERITUS, JOHN Y.  
L. CHIANG, PH.D.,  
FAASLD APPROVED  
(R2022-39)**

**6.5. Commission on Dental Accreditation (CODA) Update**

**REPORT ON  
COMMISSION ON  
DENTAL  
ACCREDITATION**

Dr. Richard Kasmer presented an update on the Dental Accreditation process during the Academic and Scientific Affairs Committee meeting.

**6.6. Chancellor's Council on Graduate Studies (CCGS) Update**

**REPORT ON  
CHANCELLOR'S  
COUNCIL ON  
GRADUATE STUDIES**

Dr. Julie Aultman presented regarding the Basic and Translational Biomedicine and Global Health and Innovation Programs.

**6.7. Report on Research and Sponsored Programs**

**REPORT ON  
RESEARCH AND  
SPONSORED  
PROGRAMS**

The report on research and sponsored programs was highlighted during the Academic and Scientific Affairs Committee meeting.

**7. Report of the Finance, Fiscal Policy, and Investment Committee  
Ward J. "Tim" Timken Jr., M.B.A., Committee Chair**

**REPORT OF THE  
COMMITTEE CHAIR**

The report on Finance, Fiscal Policy and Investments was given at the committee meeting.

- 7.2.** The recommendation to approve hourly personnel actions (R2022-40) was approved under consent agenda.

**HOURLY  
PERSONNEL  
ACTIONS APPROVED  
(R2022-40)**

- 7.3.** The recommendation to approve administrative personnel actions (R2022-41) was approved under consent agenda.

**ADMINISTRATIVE  
PERSONNEL  
ACTIONS APPROVED  
(R2022-41)**

- 7.4.** The recommendation to approve the authorization of Capital Renovation and Improvements Construction Contract for the Gross Anatomy Ductwork Replacement Exceeding \$500,000 (R2022-42) was approved under consent agenda.

**RESOLUTION FOR  
CAPITAL  
RENOVATION  
PROJECT GROSS  
ANATOMY  
DUCTWORK  
REPLACEMENT  
EXCEEDING \$500,000  
APPROVED (R2022-  
42)**

- 7.5.** The recommendation to approve the authorization of Capital Renovation and Improvements Construction Contract for the C & D Roof Replacement Exceeding \$500,000 (R2022-43) was approved under consent agenda.

**RESOLUTION FOR  
CAPITAL  
RENOVATION AND  
IMPROVEMENTS  
CONSTRUCTION  
CONTRACT FOR THE  
C & D ROOF  
REPLACEMENT  
EXCEEDING \$500,000  
APPROVED (R2022-  
43)**

- 7.6.** The recommendation to approve the authorization of Capital Renovation and Improvements Construction Contract for Air Handling Unit #8 (AHU-8) Replacement Exceeding \$500,000 (R2022-44) was approved under consent agenda.

**RESOLUTION TO  
APPROVE THE  
AUTHORIZATION OF  
CAPITAL  
RENOVATION AND  
IMPROVEMENTS  
CONSTRUCTIONS  
CONTRACT FOR AIR  
HANDLING UNIT #8  
REPLACEMENT  
EXCEEDING \$500,000  
APPROVED (R2022-  
44)**

- 7.7.** The recommendation to approve the Affordability and Efficiency Report (R2022-45) was approved under consent agenda.

**RECOMMENDATION  
TO APPROVE THE  
AFFORDABILITY  
AND EFFICIENCY  
REPORT (R2022-45)**

7.8.	The report on Revenue and Expenditure, Budget to Actual Comparison was given during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>REVENUE AND EXPENDITURE, BUDGET TO ACTUAL COMPARISON</b>
7.9.	The report Operating Cash and Endowment Funds, Investment Report was given during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>OPERATING CASH AND ENDOWMENT FUNDS, INVESTMENT REPORT</b>
7.10.	The report Asset Allocation was given during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>ASSET ALLOCATION REPORT</b>
7.11.	The report Market Value was given during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>MARKET VALUE</b>
7.12.	The report Rate of Return was given during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>RATE OF RETURN</b>
7.13.	The Key Performance Indicators were discussed during the Finance, Fiscal Policy, and Investment Committee meeting.	<b>KEY PERFORMANCE INDICATORS</b>
	Chair Trueblood 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 7.13. This includes Resolutions 2022-37 through R2022-45. Trustee Beach moved approval. Trustee Timken seconded the motion. No one opposed. The motion was carried unanimously by voice vote.	<b>CONSENT AGENDA APPROVED (R2022-37-R2022-45)</b>
8.	<b>Old Business</b>  No old business was discussed.	<b>OLD BUSINESS</b>
9.	<b>New Business</b>  No new business was discussed.	<b>NEW BUSINESS</b>
10.	<b>Executive Session (if needed)</b>  There was no need for an Executive Session	<b>EXECUTIVE SESSION</b>
11.	<b>Adjournment</b>  There being no further business, Chair Trueblood called for a motion to adjourn the meeting at 3:52 p.m. Trustee Timken moved the approval. Trustee Beach seconded the motion. No one opposed. The motion was carried unanimously by voice vote.	<b>MOTION TO ADJOURN</b>

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