

Council on Naturopathic Medical Education

Board of Directors Meeting

Thursday, May 19, 2022 ♦ 11:00 a.m. – 7:00 p.m. EDT

Friday, May 20, 2022 ♦ 11:00 a.m. – 7:00 p.m. EDT

Virtual Meeting Via Zoom

Meetings are scheduled as follows:

- 11:00 a.m. – 1:00 p.m. EDT
- 2:00 p.m. – 4:00 p.m. EDT
- 5:00 p.m. – 7:00 p.m. EDT

AGENDA

Call to order, meeting notice, roll call of members, introduction of guests

CNME board president Dr. Olehausen called the meeting to order at 11:02 a.m. ET. The following Board members were present:

- Brian Andrew, JD, MA (Public Member), Chesterfield, Missouri;
- Arvin Jenab, ND (Profession Member), Costa Mesa, California;
- Joni Olehausen, ND (Profession Member), Dayton, Ohio (board vice president);
- Eileen Stretch, ND (Profession Member), Tucson, Arizona (board secretary);
- Dee Saunders, ND (Institutional Member Rep., NUNM), Portland, OR;
- Cynthia Hope, ND Bastyr U. (Institutional Member Rep., Bastyr U.), San Diego, California;
- Susan Tebb, PhD, MSW, C-IAYT, RYT-500 (Public Member), St. Louis, Missouri;
- Melissa Woodin, CPA, MBA (Public Member), Kent, Connecticut (board treasurer)

Board member absent:

- Thursday and Friday: Dr. Amanda Alexander
- Friday: Dr. Susan Tebb

Staff present:

- Daniel Seitz, JD, EdD (executive director), Great Barrington, Massachusetts

Request for additions or other changes to the agenda

Dr. Seitz noted that the NUNM reaccreditation hearing would take place on Thursday and the review of NPLEX statistics would take place on Friday.

Officers' and Executive Director's reports

Secretary's Report

CNME Secretary, Dr. Jenab, asked board members whether they had any corrections or additions for the minutes of the semi-annual CNME board meeting held on October 21-22, 2021; there were no changes or additions.

Mr. Andrew, JD, MA, moved, and Dr. Stretch seconded, the following motion:

To approve the minutes of the October 21-22, 2021 CNME Board of Directors meeting.

The motion was approved with one abstention.

CNME Secretary, Dr. Jenab, next asked board members whether they had any corrections or additions for the minutes of the semi-annual CNME board meeting held on March 15, 2022; there were no changes or additions.

Mr. Andrew, JD, MA moved, and Dr. Olehausen seconded, the following motion:

To approve the minutes of the March 15, 2022 CNME Board of Directors meeting.

The motion was approved with one abstention.

Treasurer's Report

Ms. Woodin, CPA, MBA reviewed of FY 2021 year-end financial report and noted that the CNME ended the year with a surplus of around \$46,000; this was due, in part, to holding the spring and fall CNME board meetings remotely, thus saving on travel and lodging costs.

Ms. Woodin, CPA, MBA next reviewed of 3/31/22 budget-to-actual report, and noted that the budget vs. actual is where we would expect to be after one quarter and that the FY 2022 budget—which projects a small surplus—provides for one in-person board meeting this year.

Vice-President's Report

Dr. Stretch reported that, in accordance with CNME's emergency executive director (ED) policy, she participated in an ED orientation with Dr. Seitz and CNME administrative assistant Dr. Manto. Dr. Stretch noted that she did not realize how complex an organization CNME is, with many moving parts and an extensive set of policies and procedures that need to be carried out consistently and in a timely manner year in and year out.

President's Report

Dr. Olehausen reported that the 2021 performance review process for Dr. Seitz had been completed, and that she felt that this process, which was previously approved by the board, worked well. Following board members providing individual assessments, Dr. Olehausen met with Dr. Seitz to share the board's feedback. She also stated that she and Dr. Seitz periodically

She also reported on the work of the executive committee. As is customary, the EC worked with Dr. Seitz on the draft semi-annual meeting agenda and specific agenda items, such as the proposed annual fees for FY 2023.

Executive Director's Report

Dr. Seitz informed the board of upcoming projects and tasks:

- A reaccreditation site visit to NUHS is scheduled for June 2022.
- There will be a follow-up onsite visit to UAGM in the fall of 2022 or early winter 2023.
- CNME will begin the comprehensive review of its accreditation standards in the summer 2022.
- We anticipate receiving an eligibility application from UWS this summer.
- Dr. Seitz will continue working with schools to ensure link utilization.
- We need to plan for an evaluator training workshop.
- Dr. noted that there has been for most of the institutions a continuing negative impact on ND program enrollment due to government-imposed Covid restrictions and mandates, since some prospective applicants chose to delay their educational plans until things returned to a more normal state.
- On the other hand, it seems that NDs who are in practice have never been busier.
- Dr. Seitz stated that SCNM was granted university status by the Arizona State Board for Private Postsecondary Education and changed its name to Sonoran University of Health Sciences; however, it will for the time being continue to do business as SCNM.
- Dr. Seitz will be working with COSPP on some fine-tuning of policies and procedures.
- Canada's NW territory recently became a licensed jurisdiction in Canada. There are currently two NDs there, which means there is one ND per every 221,000 square miles.

Committee reports and action on committee recommendations:

Executive Committee

Committee chair Dr. Olehausen reported on the work of the executive committee. As is customary, the EC worked with Dr. Seitz on the draft semi-annual meeting agenda and specific agenda items, such as the proposed annual fees for FY 2023—see the minutes of the April 8, 2022, EC meeting, which are included with the materials for this meeting.

Finance Committee

Committee chair Ms. Woodin, CPA, MBA, presented the EC's proposal regarding accreditation fees for FY 2023

Dr. Jenab moved, and Dr. Stretch seconded, the following motion:

To increase the annual base fee charged to accredited and candidate programs by 3% and to not increase the per FTE fee (i.e., the base fee will be increased from \$22,600 to \$23,300 for the main campus and from \$11,300 to \$11,650 for branch campuses; the

per-student fee will remain at \$23.00 per FTE).

The motion was unanimously approved.

Membership and Nominations Committee

Committee chair Dr. Olehausen updated the board on committee activities, upcoming vacancies, and appointments/reappointments as follows:

- Brian Andrew, JD, MA, is rotating off the board as of the end of this meeting. Under our bylaws, we are required to have two or three public members. With Mr. Andrew's departure, we will have two public members remaining. If any board members know of people who might be suitable to serve on the CNME as a public member, let Dr. Seitz know. Mr. Andrew mentioned he knows of one person who might be interested if contacted; he'll provide the contact to Dr. Seitz.
- We currently have two profession member seats open. The Nominations Committee interviewed three candidates suggested by CAND, of which two were recommended to the board for interviews and potential appointment. One of these two decided he was not interested, so the board will be interviewing during the closed session one candidate recommended by the committee at this meeting: Ben Connolly, ND, who practices in Nova Scotia. We will be looking for other potential candidates for the other profession member seat.

Committee on Postdoc. Nat. Med. Education (CPNME)

Committee chair Dr. Saunders reported that the CPNME met in April to conduct the annual spot-checking of the information on the CPNME portal pertaining to the residency sites offered by each of the four recognized residency sponsors (CCNM, Bastyr, SCNM and NUNM). Apart from a few documents that needed to be updated, the information on the portal is generally up-to-date.

Dr. Saunders noted that the residency programs offered by the CNME-recognized residency sponsors had been adversely impacted by the government-imposed Covid restrictions and mandates, as well as the uncertainty engendered by the Covid situation; generally, both numbers of applicants and residency positions were down, and some residency positions went unfilled.

Audit Committee

Committee chair Mr. Andrew, JD, MA, informed the board that our current practice approved by the board is to have a CPA-conducted financial audit every third fiscal year, and to have a CPA-conducted financial review the other fiscal years. Since in FY 2019 CNME's finances were audited by our CPA firm and in FY2020 CNME's finances were reviewed by our CPA firm, we will be arranging a financial review for FY 2021.

It was noted, as an aside, that several board members received phony text and email messages from a former board member and current board members. Ms. Woodin, CPA, MBA, suggested

that the CNME look into potentially having CNME's IT infrastructure—modest as it is—audited for security, and other board members agreed; she will email Dr. Seitz the name of a company that she has worked with.

Committee on Standards, Policies and Procedures

Committee chair Dr. Olehausen stated that a board vote on the proposed revisions to a few sections of the CNME accreditation standards needed to be postponed, AANMC has not yet submitted comments on the proposed revisions. She will convene a COSPP meeting in June or July, which will AANMC time to submit comments. Also, AANMC is working on guidelines for using simulations in lieu of patient contacts; it will be helpful to receive this before making final edits to the standard on clinical training. Board member were fine with postponing review of the draft revisions.

The board next reviewed the plan for the comprehensive review of the standards that COSPP developed.

Dr. Stretch moved, and Ms. Woodin, CPA, MBA, seconded, the following motion:

To approve the plan for the comprehensive review of the standards that COSPP presented to the board.

The motion was unanimously approved.

It was recommended that communications to stakeholder explain the purpose and context for the comprehensive review, since they may not otherwise understand why they are being contacted.

Strategic Planning Committee

Committee chair Dr. Stretch stated that the current strategic plan, which was completed in October or 2021, covers the time period 2022 – 2025. So the CNME does not need to work on the strategic plan at this time. It was suggested that at some point we may want to ask stakeholders for suggestions regarding possible strategic initiatives, perhaps as part of the comprehensive review of standards.

Review the current temporary emergency policy re Covid; update on current Covid-related issues impacting the schools; consider whether any CNME action is currently needed

Dr. Seitz noted that, as of June 30, 2022, the CNME temporary emergency policies/guidelines regarding Covid-related flexibilities pertaining to accredited ND programs would expire, and he observed that all of the accredited programs have basically returned to their normal on-campus activities. The board generally agreed that there is no need to extend the emergency temporary policies/guidelines at this time or to take any other actions.

A number of board members shared their thoughts on how the Covid situation would likely permanently influence ND education going forward. Among other things, telehealth

consultations have proven to be more convenient for many patients, especially for follow-up consultations following an initial consultation. Also, many students have appreciated part of their education being delivered online, since it allows for greater flexibility in their lives, and some students actually learn better through this delivery approach. The Covid situation did adversely impact students' clinical skills, however; this is concerning, since most NDs go straight into practice without the benefit of doing a residency, while nearly all MDs participate in residencies where they can address deficiencies in clinical skills. The drastic reduction in in-person activities and increased isolation as a result was emotionally challenging for many students. It was suggested that perhaps it would be beneficial for programs to replace some of the larger classroom lecture-type activities with smaller group activities in order to provide meaningful opportunities for in-person interaction. Board members generally agreed that the CNME needs to stay attuned to how ND education has changed—and may continue to change—as a result of the Covid experience so that it can support useful innovations.

Reports from other naturopathic organizations

Dr. Seitz noted that several of the US and Canadian national ND organizations had provided brief written updates; these are included with the meeting materials.

Dr. Olehausen reported on the Academy of Health and Medicine (AIHM), of which CNME is a member. She provided the following history on AIHM, which started out as an organization representing the integrative holistic MD community: In 2021, AIHM merged with the Academic Collaborative for Integrative Health (ACIH), of which CNME was a member. ACIH was founded to represent the interests of licensed integrative professions of integrative health, such as acupuncturists, chiropractors, naturopathic doctors, direct-entry midwives and massage therapists. Thus this merger brought together holistic MDs and complementary/alternative healthcare fields to support their shared interests.

Other business

Board in-service workshop on NABNE-NPLEX

Dr. Shannon Braden, executive director of NABNE, provided an overview of NABNE/NPLEX to the CNME board. Among other things, she informed the board and answered questions about:

- The organizational structure and relationship of NABNE and NPLEX;
- The development, format and scoring of the NPLEX exam
- The meaning of exam scores and how to read exam score reports; and
- The concepts of validity and reliability as they apply to professional exams.

The board thanked Dr. Braden for her excellent presentation.

Tentative plans for the annual meeting in the fall

Dr. Seitz noted that the dates for the CNME 2022 annual meeting are Thursday and Friday, October 13 – 14. Barring the proverbial unforeseen circumstances, the meeting will be held in person. Dr. Olehausen and he will select a meeting site, based on the advice of CNME's meeting

planner.

Business related to recognition actions (closed session)

NUNM reaccreditation hearing and review of focused report on online option for first year of the ND program

Dr. Olehausen asked any CNME board members with a conflict of interest in regard to NUNM to recuse themselves from this agenda item. Dr. Saunders stated that she would recuse herself as a board member from the NUNM reaccreditation hearing since she is an NUNM employee, but would be present at the hearing as an NUNM representative; she then left the meeting.

Dr. Seitz next explained the hearing and decision-making processes for a reaccreditation of an ND program and Dr. Hope, who served on the CNME evaluation team that visited the NUNM program provided an overview of the visit. Following Dr. Hope's overview of the visit, the following NUNM representatives joined the meeting:

- Dr. Melanie Henriksen, president;
- Dr. Kelly Baltazar, dean, College of Naturopathic Medicine
- Dr. Dee Saunders, dean of graduate medical education; and
- Mr. Mark Johnson, director of institutional effectiveness

Following introductions, the NUNM representatives provided an update on issues raised by the evaluation team and CNME board members asked questions. Next the NUNM representatives left the meeting and the board engaged in discussion on the accreditation decision.

Mr. Andrew, JD, MA moved, and Dr hope, seconded, the following motion:

- **To reaccredit NUNM's ND program for a period of seven years.**
- **To require a focused visit to the new NUNM campus facility within one year of NUNM moving from its current campus.**
- **To adopt the commendations and recommendations of the CNME evaluation team that visited NUNM (see Appendix A of these minutes).**
- **To combine the two areas of interest in the team report into one area of interest that reads as follows:**

Area of Interest IV-1: Given their heavy workload overall, the team is concerned about the level of administrative and academic support provide to the faculty. To the degree that institutional finances allow, course directors need to be provided with additional administrative support for handling routine tasks, and additional TAs and residents are needed to support didactic and lab courses. (Std. IV, F3)

The motion was unanimously approved (note that Dr. Saunders was recused and did not vote, and that Ms. Woodin, CPA, MBA, was absent from this portion of the meeting and therefore did not vote).

Review of 2021 Annual Reports of ND Programs, including a review of reports from programs

on their coronavirus-related adaptations related to CNME temporary emergency policies

University of Bridgeport

Dr. Tebb noted on behalf of the review team that the teach-out of U. Bridgeport's ND program will be completed as of May 31, 2022. She stated that the annual report was complete and responsive, and recommended that the board accept the report.

Dr. Stretch moved, and Mr. Andrew, JD, MA, seconded, the following motion:

To accept the annual report submitted by U. Bridgeport as complete and responsive.

The motion was unanimously approved.

National University of Natural Medicine

Dr. Stretch noted on behalf of the review team that the NUNM annual report was complete and responsive. She also noted that since NUNM's program was just reaccredited, no board action is required on the annual report other than to accept it.

Dr. Tebb moved, and Dr. Olehausen, seconded, the following motion:

To accept the annual report submitted by NUNM as complete and responsive.

The motion was unanimously approved.

National University of Health Sciences

Dr. Jenab reported on behalf of the review team that it still appears that NUHS's assessment process does not fully meet CNME Standard VII (Assessment of Student Learning and Program Evaluation); also, NUHS's pass rates on NPLEX continue to be a concern. It also seems that NUHS has made a number of promises for improvements, but has yet to follow through. Otherwise, the report is complete and responsive. Dr. Seitz will convey these observations to the CNME evaluation team that will be conducting a reaccreditation site visit to NUHS in June.

Dr. Stretch moved, and Dr. Olehausen, seconded, the following motion:

To accept the annual report submitted by NUHS as complete and responsive.

The motion was unanimously approved (Dr. Hope and Ms. Woodin, CPA, MBA, were not in attendance for this vote).

Canadian College of Naturopathic Medicine

Dr. Olehausen reported on behalf of the review team that the review team found that CCNM (including the former BINM, which is now a branch campus of CCNM) had made progress in addressing the two outstanding recommendations—pertaining to Standards III and IV—from the most recent site visits to each of the campuses. However, the team recommends that (i) the board require continued reporting on these two recommendations and (ii) that the board accept the annual report as being complete and responsive.

Dr. Stretch moved, and Mr. Andrew, JD, MA, seconded, the following motion:

To accept the annual report submitted by CCNM as complete and responsive, and to require continued reporting on Recommendations III-1 and IV-1.

The motion was unanimously approved.

Universidad Ana G. Méndez

Dr. Hope noted on behalf of the review team that the report was generally responsive in most areas, though more information and documentation could have been provided on some of the areas of interest. Student/graduate performance on the NPLEX exams continues to be a major concern. There may be a somewhat high level of administrative turnover in the ND program; it's unclear from the report. Also, it's unclear how experienced the faculty are, as there's been some turnover. Dr. Hope presented the review team's recommendations to the board for removing outstanding recommendations and areas of interest, as recorded in the following motion.

Dr. Olehausen moved, and Mr. Andrew, JD, MA, seconded, the following motion:

- **To accept the annual report submitted by UAGM as complete and responsive.**
- **To require submission of a focused report due by November 15, 2022 describing in detail the steps the program has taken to address the remaining recommendations and areas of interest, including detailed documentation where applicable.**
- **To require continued reporting on recommendations and areas of interest as follows:**
 - **Remove Recommendation V-1**
 - **Remove Recommendation VI-1**
 - **Require continued reporting on Recommendation VII-1**
 - **Require continued reporting on Area of Interest IV-1**
 - **Require continued reporting on Area of Interest IV-2**
 - **Require continued reporting on Area of Interest IV-3**
 - **Remove Area of Interest V-1**
 - **Require continued reporting on Area of Interest V-2**
 - **Require continued reporting on Area of Interest V-3**
 - **Require continued reporting on Area of Interest V-4**
 - **Remove Area of Interest VI-1**
 - **Require continued reporting on Area of Interest VI-2**
 - **Require continued reporting on Area of Interest VII-1**
 - **Require continued reporting on Area of Interest IX-1**

The motion was unanimously approved.

Southwest College of Naturopathic Medicine

Dr. Saunders noted on behalf of the review team that SCNM has opened a spacious, new research facility. She also noted that in 2021, SCNM's NPLEX results went down fairly substantially, which may have had to do with the negative impact on ND education caused by

Covid-related mandates and limitations. The annual report was complete and responsive, and provided sufficient information to warrant removal of the one remaining finding from the last reaccreditation site visit, namely Area of Interest III-1.

Dr. Stretch moved, and Mr. Andrew, JD, MA, seconded, the following motion:

To accept the annual report submitted by SCNM as complete and responsive, and to remove Area of Interest III-1.

The motion was unanimously approved.

Bastyr University, Naturopathic Medicine Program

Dr. Tebb noted on behalf of the review team that Bastyr University's annual report was complete and responsive. Due to the challenges presented by the Covid-related mandates, the program was not able to fully address either the one outstanding recommendation or the three outstanding areas of interest.

Dr. Olehausen moved, and Dr. Tebb, seconded, the following motion:

- **To accept the annual report submitted by Bastyr U. as complete and responsive.**
- **To extend for 12 months the time limit for Bastyr U. to address the remaining findings from the previous reaccreditation site visit, and require continued reporting on recommendations and areas of interest as follows:**
 - **Require continued reporting on Recommendation IV-2**
 - **Require continued reporting on Area of Interest IV-1**
 - **Require continued reporting on Area of Interest IV-2**
 - **Require continued reporting on Area of Interest IV-3**

The motion was unanimously approved.

Report on Financial Statements

Ms. Woodin, CPA, MBA, reported on behalf of the review team on the financial statements submitted by the institutions that offer CNME-accredited programs, noting the following:

- Bastyr University had had a budget surplus in FY 2021; however, that was due to a sizable grant from the U.S. federal government under the Payroll Protection Plan (PPP), without which BU would have had a deficit. Bastyr has run deficits in the previous two fiscal years, but still has strong reserves and so is not in any immediate financial jeopardy.
- SCNM had had a small budget surplus in FY 2021; however, that also was due to a sizable grant from the U.S. federal government under the Payroll Protection Plan (PPP), without which SCNM would have had a deficit.
- NUHS had had a budget surplus in FY 2021; however, that also was due to a sizable grant from the U.S. federal government under the Payroll Protection Plan (PPP), without which NUHS would have had a deficit. NUHS has consistently operated in the black, so it is still in a reasonably strong position financially.
- UAGM is a very large institution that has been operating in the black and enjoys healthy

reserves.

- CCNM ran deficits in FY 2020 and FY 2021 due, in part, to the BINM merging with CCNM. However, it currently has a sizeable cash reserve due to the selling of the BINM campus. Also, it has sizeable assets due to the value of the Toronto campus. So CCNM is not in any immediate financial jeopardy, but needs to focus on eliminating its operational deficits over the next two fiscal years.
- NUNM had had a small budget surplus in FY 2021; however, that also was due to a sizable grant from the U.S. federal government under the Payroll Protection Plan (PPP), without which NUNM would have had a deficit due, in part, to reduced enrollments. As was noted during their reaccreditation hearing, NUNM's campus is old and costly to maintain; therefore, NUNM's plan to sell its current campus and find a more suitable one is a prudent strategy.

Ms. Woodin, CPA, MBA, stated that the review team does not believe that any action needs to be taken in regard to any of these institutions; however, we need to closely monitor the financial performance of a few of these institutions in case their financial situation deteriorates to the point where they may be in financial difficulty.

Interview with nominee for profession member seat on board and vote

The board interviewed Dr. Ben Connolly for a profession member seat on the CNME board.

Dr. Stretch moved, and Mr. Andrew, JD, MA, seconded, the following motion:

To appoint Dr. Connolly to a profession member seat on the CNME board.

The motion was unanimously approved.

Recognition of departing board members

The board expressed its tremendous appreciation to Mr. Andrew, JD, MA, for his six years of service as a public member on the CNME board of directors. Mr. Andrew expressed his appreciation for his colleagues on the board and for the opportunity to serve in this capacity, and said that the experience had been rewarding and meaningful.

Adjournment

Dr. Saunders moved, and Dr. Stretch, seconded, the following motion:

To adjourn the 2022 semi-annual CNME board meeting

The motion was unanimously approved.

Appendix A: NUNM Evaluation Team Findings

LIST OF COMMENDATIONS

Commendation II-1: The program and university should be commended for the commitment to shared governance and their inclusive and transparent approach. (Std. II, B6)

Commendation II-2: The university has faced enormous challenges over the last few years, including leadership instability, financial challenges due to declining enrollments related in part to governmental measures to address the COVID pandemic and to the level of debt service on the university's borrowing. Despite these challenges, a strong and focused administrative leadership team appears to be establishing itself with renewed energy. (Std. II, B2)

Commendation IV-1: The council appreciates and commends the faculty for all their hard work and their willingness to be part of program development, improvement and development of academic policies, as evidenced by—among other things—the successful rapid pivot to a largely online delivery format to address Covid-related limitations regarding on-campus instruction. (Std. IV, E3)

Commendation IV-2: The faculty's participation in making the block curriculum system and the new online first-year option successful, and their ongoing commitment to making refinements and improvements in the program. (Std. IV, E3)

Commendation V-1. The team commends the financial aid department for their outstanding outreach to students to help them develop good financial planning and to alumni that may be struggling with paying their student loans. (Std. V, D2)

Commendation V-2: The students feel very well supported by the Student Service Dept. (Std. V, A1)

Commendation VI-1: The team commends the program for the innovative design and implementation—and continued commitment to improving—the block curriculum. (Std. VI, A & B)

Commendation VI-2: The team commends the program for the development of their care team model which promotes continuity of care and collaboration across practitioners. (Std. VI, C & D)

Commendation VI-3: The team commends the clinical education program for the new and innovative Cultivation of the Student Clinician resource page. We look forward to reviewing data in the future to see how this is impacting student performance in the clinic. (Std. VI, C)

Commendation VIII-1: The team commends the great work that the Helfgott Institute is doing to promote research in natural health, engage students and faculty in research, improve collaboration with other large universities and publish in mainstream journals. (Std. VIII, A & B)

LIST OF RECOMMENDATIONS

Recommendation III-1: The team is concerned regarding the adequacy and stability of the institution's financial resources due to challenges growing out of the recent Covid situation and other factors. The university needs to move forward with careful financial and institutional planning—taking into account the results of the program and institutional assessment plans—in order to develop and implement a coordinated set of steps to improve the institution's financial adequacy and stability. (Std. III, B1)

Recommendation VII-1: The team recommends that the ND program develop and implement a comprehensive assessment plan with (i) clearly defined, developed and appropriate assessment measures directly linked to the program outcomes, and (ii) a manageable and sustainable way of maintaining the plan so that it yields valid, reliable and consistent data that are then used for ND program improvement. Note that information from the program assessment plan should be used to inform financial planning. (Std. VII, B)

LIST OF AREAS OF INTEREST

Area of Interest III-1: As the institution's financial situation improves, funding needs to be increased for administrative and academic support for faculty (e.g., administrative support for course directors; TAs and residents for didactic and lab courses). (Std. II, C1)

Area of Interest IV-1: The team is concerned about the level of support for faculty. Faculty, especially course directors, need increased administrative support for handling routine tasks. The sufficiency of TAs and residents to support didactic and lab courses seems to be a challenge and should be addressed. (Std. IV, F3)