

**Minutes of the Board of Regents
Uniformed Services University of the Health Sciences**

**Meeting No. 209
February 4, 2020**

The Board of Regents (Board), Uniformed Services University of the Health Sciences (USU), met on February 4, 2020, in the Everett Alvarez Board of Regents Room, Uniformed Services University of the Health Sciences, Bethesda, Maryland. The meeting date and agenda items were published in the *Federal Register* and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey Longacre, M.D., and the Designated Federal Officer (DFO), Ms. Sarah Marshall, were both present during the entire meeting. The meeting was called to order by the DFO at 8:00 a.m. Members and advisors listed below were in attendance:

Board Members

Honorable Jonathan Woodson, M.D., Chair
Ronald R. Blanck, D.O., Member
Honorable Sheila P. Burke, M.P.A., Member (via telephone)
Richard Cody, GEN, USA (Ret), Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Honorable Charles S. Robb, J.D., Member
Honorable Thomas P. McCaffery, Assistant Secretary of Defense for Health Affairs (Secretary of Defense designee)
Richard W. Thomas, M.D., D.D.S., President, USU
Lt Gen Dorothy A. Hogg, USAF, NC, Surgeon General of the U.S. Air Force
BG Jeffrey Johnson, MC, USA, Representing the Surgeon General of the U.S. Army
CAPT Joel Dulaigh, USPHS, Representing the Surgeon General of the United States

Advisors to the Board

Thomas R. Morgan, Gen, USMC (Ret), Military Advisor
Thomas Travis, M.D., M.P.H., Senior Vice President, Campus South, USU
William Roberts, M.D., M.B.A., Senior Vice President, Campus West, USU
Arthur L. Kellermann, M.D., M.P.H., Dean, F. Edward Hébert School of Medicine (SOM), USU
Carol Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing (GSN), USU
Thomas R. Schneid, D.M.D., M.S., Executive Dean, Postgraduate Dental College (PDC), USU
Lula Pelayo, Acting Dean, College of Allied Health Sciences (CAHS), USU
CAPT Danielle Wooten, MSC, USN, Interim Director, Armed Forces Radiobiology Research Institute (AFRRI), USU
Mark Peterson, J.D., Legal Advisor to the Board, USU

OPENING COMMENTS

The meeting was called to order by the DFO and initial comments were made by the Board Chair, Dr. Woodson. The following points were included in his remarks:

- Board Bylaws due for renewal
- Next Board meeting 15 May 2020 on Bethesda campus, and then August meeting tentatively in San Antonio.
- USU Commencement scheduled for 16 May 2020 at DAR Constitution Hall, Washington DC

- Two Regent packets pending approval

MATTERS OF GENERAL CONSENT

Chair Woodson presented matters of general consent:

- Declaration of Board Actions
- Minutes from the November 2019 meeting were approved by voice vote

BOARD ACTIONS

Degree Conferral – SOM Graduate Education

Dean Kellermann presented for endorsement five degree candidates (Tab 11), two for the degree of Master of Science, one for the degree of Master of Science in Public Health and two for the degree of Doctor of Philosophy.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dean Kellermann and recommended that the USU President confer the degrees as stated upon these five candidates.

Degree Conferral – GSN

Dean Romano presented for Board endorsement one candidate for the degree of Doctor of Philosophy based on successful completion of degree requirements (Tab 12).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dean Romano and recommended that the USU President confer the degree as stated upon the candidates.

Faculty Appointments and Promotions – SOM

Dean Kellermann presented the recommendations made by the SOM Committee on Appointments, Promotion and Tenure at the 4 December 2019 meeting or appropriate search committees (Tab 13).

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Kellermann and recommended that the USU President implement the actions for the faculty appointment or promotion.

Faculty Appointments and Promotions – GSN

Dean Romano presented the recommendation made by the GSN Committee on Appointments, Promotion and Tenure (Tab 14). The faculty member was previously submitted and approved at the August 2019 Board of Regents meeting, but an administrative error was discovered and has been reconciled.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendation as presented by Dean Romano and recommended that the USU President implement the actions for the faculty appointment or promotion.

Student Award – GSN

Dean Romano presented the nomination of Major Amber Birkle to receive the USU Board of Regents Award (Tab 15). She is a dual major, Family Nurse Practitioner and Women's Health Nurse Practitioner.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Romano and recommended that the USU President implement the action for the award approval.

Student/Faculty Awards – PDC

Dean Schneid presented the nomination of CAPT Sean Meehan to receive the USU Exceptional Service Award, currently serving as the Dean of the Naval Postgraduate Dental School. In addition, Dean Schneid presented the nomination of Captain Daniel Phillips to receive the USU Board of Regents Award (Tab 16).

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Schneid and recommended that the USU President implement the actions for the award approval.

USU PRESIDENT'S REPORT

The following topics were presented during President Thomas' report to the Board (Tab 17):

President Thomas presented an update on the numerous audits at the University.

- Ernst and Young review completed in August 2018. ASD(HA) briefed on the findings. All recommendations are remediated or in progress. Audit initiated at the prompting of President Thomas to review the financial interactions between USU and the Henry M. Jackson Foundation for the Advancement of Military Medicine.
- DoD Audit, a continuous improvement audit that is ongoing.
- Program Management Review scheduled for March 2020 (scheduled periodic review)
- DHA IG Assessment near completion. All valid recommendations remediated or in progress. ASD(HA) to be briefed in two weeks for close out.

President Thomas noted the proposed significant budget cuts, Defense-Wide Review (DWR), noting that the threat of closure has passed but the university remains threatened by "death by cuts." Budget reductions from the FY20-25 FYDP (\$50M) are already laid into the FY20 O&M budget. Potential DWR budget cuts laid out in the President's budget FY21-25 could be a significant reduction to RDT&E.

Audits, IGs, GFEBS transition, pay raises, and budget cuts combined create shortfalls on the order of \$11M for FY20. USU has taken actions, to include realignments, program reductions, and programs deferred to FY21. Planned actions for potential DWR cuts include reducing or eliminating several University Centers and programs. Regent Cody voiced concern on the impact of cutbacks regarding the impact on the Force. Chair Woodson reinforced the need to ensure a Medically Ready Force. HON McCaffery noted the MILDEPs offered personnel reductions and the MHS is to work the implications, mitigations and implementation of what the Services propose. HON McCaffery noted he'd be receptive to work with the USU leadership on finding different areas of the university than those proposed to minimize impact of the cuts. President Thomas noted that there is a focus to protect the education mission of the university.

University space updates include the Building F project with completion of the 65% design in December. However, the project was removed from the FYDP with the current budget cuts and DWR. The current goal is to work with DHA and NAVFAC to reduce the cost of the project and get it back in the program. Another project is the enclosure of the breezeway and its dedication to honor President Emeritus Charles Rice. Also, the Joint base San Antonio Master Plan is to make Ft. Sam Houston a medical enclave. South Beach Pavilion is unoccupied currently and in December 2021 the building will transfer back to the USAF. There was a plan to do a \$30M renovation, but that has climbed to \$85M and funding has not been designated; consequently, the project is on hold.

Several leadership vacancies at present, to include the Vice President for Research. The VPR search committee received 26 applicants, with 6 pending interviews. The Brigade Commander will be vacating and the Director of AFRRI position requires filling. President Thomas thanked the Services for the superb nominations for the USU positions.

On January 13th, 4 of the 5 boilers on base failed. With the sole boiler being used for the hospital, other base tenants were without heat. Auxiliary boilers were emergently acquired to ensure safety of personnel and animals. There was significant impact to the learning and research mission, with a few days of closure, however, no loss of animals.

President Thomas then presented Dr. Yvonne Maddox with the Distinguished Service Award for her contributions from June 2015- January 2020 as USU Vice President of Research.

ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS) REPORT

HON McCaffery noted that the focus of the last several weeks had been on COVID-19. DoD is in a supporting role to DHHS and CDC. Initial Force Health Protection guidance has been issued and supplements are forthcoming. OSD Policy is the DoD lead and coordinator for all of government response, to include contributions from ASD(HA).

A plan has been executed since September on the implementation of the management and oversight of the MTFs to DHA, with Services in direct support role. The transition is a conditions-based transition function by function, and the transition continues forward on target. DHA has reached IOC for its HQ functions.

A component of NDAA 2017 was to look at optimizing the MTFs focusing on readiness. The Department will complete its report after taking a 'deep dive' look at potentially rescoping 80 MTFs, 50 of which will be proposed for change from the current scope.

The Department is proposing repurposing military medical manpower. Congress has asked the Department to provide its military medical manpower requirements and the mitigation plans to ensure that care is not compromised.

Dean Kellermann asked if the rescoping had considered the second-order effect on graduate and undergraduate medical education. HON McCaffery noted that would be a component of the assessment. Lt Gen Hogg affirmed Mr. McCaffery's comments, noting that it is important to transition before transforming. BG Johnson affirmed that the assessment must include the potential risks on medical education and training in the MTFs. In addition, he noted concern of the risk of repurposing medical billets and what risks that presents to being able to be responsive to the COCOM Commanders.

MEMBER REPORTS – ACADEMICS SUMMARY

Regent Johns presented several highlights from the preparatory session.

- Hebert School of Medicine

- Center for Health Professions Education established
- Class of 2020 match, with over 60% matching in the military match in critical wartime specialties (and if those students match in the civilian match for their desired specialties, that will be a 75% match for wartime specialties)
- New Army Fitness Testing and preparation for it are underway with an effort to be prepared to succeed without having the training create disruption in medical education and training
- Inouye Graduate School of Nursing
 - 57 APRN selectees for Class of 2023 (112 applicants)
 - 5 faculty vacancies (national faculty shortage) and 7 staff vacancies
- Postgraduate Dental College
 - 10th anniversary of the founding of the PDC
 - Closure of USAF Keesler Endodontics and AEGD-2 Comprehensive residency programs has been submitted to Middle States Commission on Higher Education (MSCHE)
- College of Allied Health Sciences
 - CAHS proposes Board endorsement of the Respiratory Therapy Technician, Cardiovascular Technician, and Cardiopulmonary Laboratory Apprentice Program. All programs have completed the required approval steps per the USU Instruction and all qualify for the Associate of Science in Health Sciences degree. Regent Blanck asked if all the proposed programs were resourced and Dean Pelayo affirmed that they are.

Upon motion duly made and seconded, the Board

Vote by voice: Concurred with the recommendations as presented by Dean Pelayo and Regent Johns, recommending that the USU President implement the actions for the establishment of these three programs within the CAHS.

MEMBER REPORTS – FINANCE AND ADMINISTRATION SUMMARY

Regent Moritsugu provided the following highlights from the preparatory session:

- Senior VP for the Western Region
 - Decision memoranda regarding the DWR from the USU Executive Committee has been signed out by President Thomas and forwarded to ASD(HA)
 - USU concurs with the 2019 Education and Training Feasibility Study recommendation that no consolidation realignment occurs at present, and it also asserts that USU holds the current direct-reporting structure of USU to the ASD(HA).
- Senior VP for the Southern Region
 - Recent move of Military Training Network out of its previous offices has created additional space for Campus South personnel and thus a recent request for additional space has been pulled back.
- AFRRI
 - CAPT Danielle Wooten, MSC, USN has been named the Interim Director
 - TRIGA reactor remains under administrative shutdown pending certification of the new digital console
- VP Research

- Development of the inaugural USU Research Strategic Plan
- Newly established Military Women's Health Research Consortium garners continued support from across the MHS
- USU Human Research Protections program was reviewed by ASD(HA) and given a favorable preliminary report of findings
- Extramural awards continue to increase, receiving 169 awards totaling more than \$251M, a 20% increase in FY19 over FY18

Chair Woodson asked the ASD(HA) and SGs if they foresaw any issues regarding medical care or the medical community with recent developments in the Feres Doctrine re-interpretation by Congress. ASD(HA) noted he has just developed a workgroup to look at the issue.

At 9:40 a.m., Chair Woodson called for a break

OFFICE OF ACCREDITATION AND ORGANIZATIONAL ASSESSMENT

Mr. Henske presented the semi-annual report (Tab 27):

- PDC has submitted a substantive change packet regarding the closing of the Keesler AFB program. The largest issue of note was the teach-out plan, which is on track for June closure, leaving only the one-year AEGD program.
- NCR Simulation Consortium, which includes USU, received its 5-year accreditation
- Committee on Accreditation of Healthcare Management Education (CAHME), the primary accreditation body for the USU Master degree program in Management of Healthcare Administration and Policy will visit USU in March. Chair Woodson noted that discussion had arisen at Congress about outside organizations assisting in hospital education and training, e.g., APHE and ACHE, and sked if USU had the potential to assist the Services in providing education of healthcare administration to staff at the hospitals. Mr. Tinling and President Thomas discussed the opportunities in both the USU MHAP and MedXellence courses. Lt Gen Hogg voiced caution of using a civilian model to train those to lead a Military Treatment Facility (MTF), noting that USU could potentially play a role going forward. Chair Woodson reinforced the very important role of USU training a military unique curriculum to military personnel about military treatment facilities and how this could be more valuable than a civilian organization that would train in a civilian model.
- MSCHE is focusing on student success, student outcomes, and the value of the resulting education for the student. Regent Burke inquired how we measure the value of student success. Mr. Henske noted it is currently being done retroactively with performance, future professional/career positions, etc. Regent Burke asked if there was something unique that USU can measure and demonstrate value (leadership, teams, etc.). President Thomas noted the recent Institute for Defense Analyses (IDA) report does document some of these unique value components of the USU curriculum and the USU graduate. Mr. Henske noted that it is key that the faculty is engaged, since the curriculum belongs to them.

OFFICE OF THE UNIVERSITY REGISTRAR

Ms. Lishen provided the report (Tab 28):

- Registrar's Coordination Committee to develop a Registrar CONOPS. This did not exist in the past and is key prior to the next university accreditation visit.
- USU discovered a vulnerability in its new Student Information System (SIS), EMPOWER. DoD identified three potential vulnerabilities in the public-facing webpages. These were vulnerabilities in the code provided by the vendor. The vendor quickly responded and a patch was developed and provided. Additional review revealed additional vulnerable areas requiring code that will be provided by the vendor over the next few months. USU has implemented a firewall for mitigation in the meantime.
- Since different components of the university use semester and quarter systems, a discussion and reconciliation of the different systems is paramount in order to develop (re-implementation) the SIS. That discussion is underway, focusing on the Office of Graduate Education.

OFFICE OF THE VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

Mr. Tinling provided a highlight summary (Tab 29):

- FY20 budget did not include resources for any pay raise for the GS/WG employees creating a \$1.5M unfunded requirement. In addition, for any merit pay increase this year, resources would need to be found internally.
- USU has never been resourced to pay the costs of the exhaustive ongoing audit(s).
- GFEBS, a web-based enterprise resource planning solution that leverages commercial off-the-shelf business enterprise software has been mandated for use and it requires more resources to carry out than the previous system. USU has not been provided those additional resources.
- Continued drain from losing contracting personnel who seek higher positions and pay elsewhere.

ADJOURNMENT

Chair Woodson then adjourned the open portion of the meeting at 10:25 a.m.

SUBMITTED:

APPROVED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents



Jonathan Woodson, M.D.
Chair, Board of Regents

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