

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

**Meeting No. 212
November 2, 2020**

The Board of Regents (Board), Uniformed Services University of the Health Sciences (USU) met virtually on November 2, 2020, utilizing the Zoom online platform due to the COVID-19 Pandemic preventing an onsite meeting. Online access was provided to the Regents, enabling a two-way forum for discussion among the Board members. The meeting was simultaneously broadcasted via a YouTube link made available to the public for real-time observation. A link to the complete open session meeting video can be found at <https://youtu.be/Zggh0lXLSME>.

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. Annette Askins-Roberts, were both present during the entire meeting. The meeting was called to order by the DFO at 8:05 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
GEN Richard Cody, Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Leo Rouse, D.D.S., Member
HON Thomas McCaffery, ASD(HA) (Secretary of Defense designee)
Richard W. Thomas, M.D., D.D.S., President, USU
LTG Raymond S. Dingle, MS, USA, Surgeon General of the U.S. Army
RADM Bruce Gillingham, MC, USN, Surgeon General of the U.S. Navy
Lt Gen Dorothy A. Hogg, NC, USAF, Surgeon General of the U.S. Air Force
VADM, Jerome M. Adams, USPHS, Surgeon General of the United States

Advisors to the Board

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
Louis Pangaro, M.D., M.A.C.P., Interim Dean, F. Edward Hébert School of Medicine (SOM), USU
Carol A. 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, Ph.D., R.N., Dean, College of Allied Health Sciences (CAHS), USU
COL Mohammed Naeem, Director, Armed Forces Radiobiology Research Institute (AFRRI), USU
General Thomas Morgan, USMC (Ret), Military Advisor
Brig Gen Paul Friedrichs, USAF, MC, Joint Staff Surgeon
LTG Ronald Place, MC, USA, Director, Defense Health Agency

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 search for a new Dean was undergoing
- Welcomed RADM Anne Swap as the new Medical Director of the National Capital Region
- Bylaw updates
- Upcoming calendar of meetings in Board materials (Tab 5)
- Next Board meeting 1 February 2021, will be virtual due to COVID
- Three Regents' terms are expired and replacement submissions are pending in the Department of Defense with Mr. James Freeman, Advisory Committee Management Officer for review

MATTERS OF GENERAL CONSENT

Chair Woodson presented matters of general consent:

- Declaration of Board Actions since the August meeting
- Honorary naming of the Department of Surgery for Dr. Norman Rich
- Selection of the Vice President of Research, Dr. Mark Kortepeter

BOARD ACTIONS

August Board minutes

Chair Woodson presented the updated August Board minutes.

Upon motion duly made and seconded, the Board commenced with
Vote by voice vote: Concurred with the minutes as drafted.

Degree Conferral – SOM Graduate Education

Dean Pangaro presented for endorsement five degree candidates, four Masters of Health Professions Education and one Master of Science in Medical and Clinical Psychology (Tab 11).

Upon motion duly made and seconded, the Board
Vote by voice vote: Concurred with the recommendations as presented by Dean Pangaro and recommended that the USU President confer the degrees as stated upon these candidates.

Degree Conferral – GSN Graduate School of Nursing

Dean Romano presented for 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 recommendations as presented by Dean Romano and recommended that the USU President confer the degree as stated upon this candidate.

Degree Conferral – PDC

Dean Schneid presented for Board endorsement one candidate for the degree of Master of Science in Oral Biology based on successful completion of degree requirements (Tab 13).

Upon motion duly made and seconded, the Board

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

Faculty Appointments and Promotions – SOM

Dean Pangaro presented the recommendations made by the SOM Committee on Appointments, Promotion and Tenure at the 21 September 2020 meeting or appropriate search committees (Tab 14).

Upon motion duly made and seconded, the Board

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

Staff Awards – Department of Laboratory Animal Resources (DLAR)

COL Carrie Benton presented the nomination of Michael Junio to receive the USU Exceptional Service Award for his outstanding accomplishments and dedication (Tab 15).

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendation as presented by COL Benton and recommended that the USU President implement the action for the award approval.

USU PRESIDENT REPORT

President Thomas' report to the Board can be found at Tab 16. Dr. Thomas welcomed Mark Kortepeter, the incoming USU Vice President for Research, and then presented the USU FY20 Budget Update. He noted that USU is operating under a continuing resolution (CR). He acknowledged Walter Tinling, Antoinette Whitmeyer and their teams for managing the budget. Dr. Thomas noted that USU will not receive reductions to the budget by 10% O&M, which was proposed by CAPE. Mr. Tinling commented that friends of the University were a tremendous help on countering the reduction to the budget. He stated that the \$14 million RDT&E reduction is an arbitrary and capricious reduction, which was applied to the technology transformer warfighter cardiac pain and health services research. He is awaiting feedback on the R&D reduction in the 21 budget, which can go forward indefinitely. He went on to say that this reduction does not apply to the CR and none of these reductions will apply until a budget is passed.

Regent Cody inquired about the after action review and insights on the capacity of the Military Health System. Dr. Thomas replied that it was one of the Key Lessons Learned with regards to personnel issues having directly affected capacity both inside MTFs, and their ability to support civil authorities. Regent Cody asked if any simulations had been performed in preparation for combat amidst a pandemic. Dr. Thomas noted that such exercises had not been conducted as yet, but the recommendation to do so had been in the report and is something he hopes to do in the future. Gen Friedrichs added that his unit has been involved under reserve component mobilization; issues arose while moving people around the country: the lack of national health information technology and infrastructure has reduced the ability to ascertain true capacity (and its limitations). He further pointed out that identifying where beds and equipment might be, human resources has been quite a challenge, and that there is no information system that provides

that kind of timely analysis. He further stated that in a crisis, he and his unit retain their workforce to support the effort and will need to think about new strategies. He added that training will advance in order to leverage sophisticated simulation platforms to reduce the variability and experience and allow clinicians to take advantage of the clinical material once it is in their environment. As a result of this, they must intensely look at their strategy for training that will encourage them to invest in sophisticated simulation platforms and will need to address post COVID.

The Chair commented that they have been involved as a reserve component. He went on to say that the lack of national health information technology infrastructure has affected their ability to determine real capacity. He further noted that since there is no information system that provides this kind of analysis, this is a detail for senior leaders to decide. He believes that the University may want to think about how to retain their workforce to support this effort while in a crisis. In addition, he agreed with Dr. Thomas's comment regarding the reduction in clinical cases and materials for training clinical staff and agreed with Gen Friedrichs regarding investing in sophisticated simulation platforms.

Regent Burke pointed out that there may be some tension surrounding the quality and value of the simulation. She went on to note that this issue has come up within the context of nursing schools in discussions with the accreditation bodies, as well as discussion with telehealth and using those methods to acquire the necessary skills. She agreed that going forward, they must identify what the tools are and to underscore their value. The Chair reiterated that advancing the simulation platform will enable it to be more sophisticated and streamlined.

RADM Gillingham noted that the USS Roosevelt was the first large-scale outbreak that was dealt with by the Navy within military medicine. He noted that they have plans to publish a comprehensive evaluation of what they learned from the Roosevelt in a prestigious journal next week.

ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS REPORT

HON McCaffery presented his report to the Board (Tab 17), noting that the current focus is on destruction and an allocation plan for a COVID vaccine; they have submitted their requirements to the CDC for a COVID vaccine. He is briefing the Deputy Secretary and the Vice Chairman on the details and status of the vaccine distribution allocation plan for the DoD. Once he receives approval, they will be ready to distribute it to the active duty, workforce and beneficiaries. He mentioned the COVID registry and believed it to be the best data set in the country in which they are tracking the disease progression to identify lessons learned, as well as the short and long-term impacts of the disease on individuals. He also acknowledged Dr. Thomas, RADM Gillingham and CAPT Burgess as being USU's subject matter experts. He congratulated CAPT Burgess on being the key presenter and 'Dialoguer-in-Chief' with the (DoD) Secretary, Deputy Secretary and the Vice Chairman on numerous issues as they related to the COVID registry. No comments were raised by the Regents.

SCHOOL OF MEDICINE REPORT

Dean Pangaro introduced himself to the Board, discussed his career at USU, and noted that he was the Chair for the Department of Medicine from 2008 – 2018. He also stated that some of the

recent school and faculty distinctions had not arrived on time, and as a result, were not included in the annual report. He had three items to present in his Board report: two informational and one action item. He noted that Col Pam Williams, the Associate Dean for Student Affairs, was selected as Air Force Female Physician Senior Leader of the year; he acknowledged Col Paul Hemmer (USAF Ret) for receiving the Glazer Award from the Association of American Medical Colleges, and Col Arnyce Pock (USAF Ret) for receiving USU's Master of Health Professions, which the Board endorsed today. In addition, Dr. Pock received the Mastership within the American College of Physicians, which is awarded to 60 physicians out of 20,000 fellows in the college. Dean Pangaro also mentioned that retired General Dempsey, former Chair of the Joint Chiefs of Staff would be doing a virtual ZOOM grand rounds at Walter Reed today, and noted that USU had 700 to 800 people attending previous grand rounds for 'Coach K' and Dr. Fauci.

Further, Dr. Pangaro asked the Regents to change their prior endorsement date of May 16 for a cohort of medical student's graduation to April 1. He pointed out that seven students in the graduating class of 2020 were impacted by the pandemic and four of the students were in transfer from other services to the Army. With this, if they changed the date from May 16 to April 1, the transition and paperwork would need to be redone and they stood the possibility of losing another six to nine months. Students Kelly, Vu, Chandler and Yuan's graduation date was thereby set for April 1st since they were academically ready and met all the necessary requirements; this decision was done from an administrative point of view.

Three other students had already transitioned, so a discussion about them was moot. Dr. Pangaro mentioned that the change in date for the four students' graduation date affected their pay and date of rank, so they petitioned Dr. Thomas to change the date to April 1, as this change would allow those students to have the same date of rank as their classmates. Moreover, two students had completed their move to the Army, while the other two are still in the process of doing so. Dr. Pangaro added that students were aware that changing their graduation date did not compel the Army to change their date of rank, as they made a judgement in March that getting transferred from the Air Force and Navy into the Army was a higher priority than their graduation date.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Interim Dean Pangaro and recommended that the USU President implement the proposal.

Dr. Pangaro presented his third item for information and discussion. He stated that clerkship and clinical students returned to the clinical environment at the end of June. As such, there have been major adjustments made, not only regarding patient exposure in the hospital, but for the class of 2021, who shall graduate with less clinical experience. He added that the class of 2022 would have to curtail the clinical clerkship from five to four-week blocks; they will see the basic list of core problems, but he would like them to have clinical experience with pneumonia, hearts, a GI bleed problem or renal problems. In addition, he didn't believe that students would see the same total number of patients that they would have seen pre-COVID. As a result, this may pose a problem for graduate medical education program directors for the PGY-1 internship year, as the preparation and amount of clinical experience for Class of '21 and '22 will be different and less

than before, not to mention the USMLE licensing exam, the clinical skills exam and the 12-station examination, which documents that students can do a basic history and physical.

Dr. Pangaro noted that he has been collaborating with the Executive Curriculum Committee to ensure students are better qualified than any other school in the country and ensure students are ready to graduate. He acknowledged that this does not solve the problem in GME, and only about 25% of USU graduates are ready. Likewise, Dr. Pangaro had met with the Oversight Advisory Committee (OAC) of the GME with the Medical Corps Chiefs and all the Chiefs of GME to cohesively work together with GME for early documentation so that all the basic skills have been met. He recalled the simulation to which Chair Woodson and the Regent Burke had alluded by noting that most simulations, including step two CS (which they do not have this year because of COVID) is for prototypical cases, and most simulations are not sophisticated. He recognized this to be a problem with the medical students and plans to do a better job and partner with the GME community to ensure that all new interns (PGY-1) are ready and do not have to wait until mid-year or the end of the year to make this determination.

VADM Adams commented that he was at the Cleveland Clinic recently and had a robust discussion regarding this very topic and they were looking into reshaping and improving the way they use simulation. In addition, USU and its many affiliates also have as robust simulation abilities of any medical education partners, and although Cleveland Clinic students will be less proficient in some areas, they are growing up in the time of a rapid increase in telehealth and the CMS paid for about 10,000 telehealth visits per week, pre-COVID. He pointed out that they are at a peak with a million telehealth visits per week and have completed over 10 million total this year, students must be prepared for new medical encounters and change their paradigm.

Moreover, there was an abundance of data being reviewed on the Coronavirus Task Force indicating that students and learners were safer in school than at home. While students are in the work environment, they are practicing social distancing, wearing PPE, and more likely to engage in mitigation efforts than at home. With this, as the data evolves, so too do they need to continue to evolve, so it is safer to have the students back for an educational experience. Students are in a position where the rules are clearly laid out and they have the tools, resources and incentive to actually practice washing their hands, wearing masks and watching their distance. VADM concluded with noting how in 2021, he will be focused on ensuring learners are caught up and that they will need to go to something that is better than what they had before.

SCHOOL OF NURSING REPORT

Dean Romano provided a summary of Board report highlights (Tab 19). She acknowledged five GSN alumni, Burkle, Costa, Givens, Brown and Prince, who did a project at Fort Hood and Fort Bragg on the battlefield acupuncture in the management of non-traumatic low back pain, and received the outstanding Student Project Award nationally from the College of Nursing Program.

In addition, Dean Romano agreed with Dr. Pangaro's assessment regarding simulation. She remarked that basic skill set does not replace the interaction with patients. She also noted that the students have more opportunity to practice with simulation, particularly with their ultrasound course. Likewise, GSN's telehealth initiative has increased and students have found this to be beneficial.

From an accreditation perspective, GSN students are qualified when they graduate, and their program gives students twice as many clinical hours of experience needed to graduate (the national norm is 1,000 hours, while GSN graduates get 1,800 to 3,000 hours).

Dean Romano recognized two other GSN alumni: RADM Susan Orsega, who received the Academy President's Award for her work in global health, and Regent Burke for receiving the Healthcare Leader Award, which recognized her impact in shaping health policy and improving the nation's health through contributions to organizational excellence. No actions were requested from the Board.

POSTGRADUATE DENTAL COLLEGE REPORT

Dean Schneid provided a highlight summary of his Board report (Tab 20). He acknowledged that as a requirement for the Postgraduate Dental College charter, he will provide an annual report to the University President. Dr. Schneid commented that in spite of challenges from COVID-19, the PDC has had a reasonably good year. The class of 2020 graduated without incident and with the arrival of new students their focus has turned to the graduating class of 2021. He is cautiously optimistic, didactic education return primarily face-to-face. The PDC has a few large classes, as well as collaborative activities with off-site educational organizations being conducted virtually.

Dr. Schneid noted that clinical activities picked up with the affiliated residences reporting returned to pre-planned pandemic clinical activity levels. In addition, the recent audit conducted on progress indicates that only a small percentage of students had to refocus their protocols in order to complete their projected research on time for 2021. The Dental Programmatic Accreditation Agency, CODA has extended flexibilities of classes for 2021. He doesn't anticipate any delays for the graduating class of 2021 as a result of COVID-19.

Dr. Schneid stated that in advance of the University's projected 2023 re-accreditation, since 2013 all 19 military Masters of Science degrees, earning residencies within the PDC have achieved the highest programmatic accreditation rating.

Dr. Schneid pointed out that Dr. Rouse, USU Regent, currently serves as the President of the American College of Dentists. The American College of Dentists is 100 years old this year and their mission is dedicated to excellence, ethics, professionalism and leadership. He mentioned that it is a credit to PDC's faculty to be recognized by this organization. Dr. Schneid also mentioned that Dr. Thomas was recently inducted as a fellow. No actions were requested from the Board.

COLLEGE OF ALLIED HEALTH REPORT

Dean Pelayo provided a highlight summary of her Board report (Tab 21). She pointed out two notifications that did not appear on her slides. The first was a certificate program award for the accreditation and Middle States liaison officer and the Assistant Vice President of academic records. She noted that they were preparing certificates for their existing and future programs.

Moreover, students at times will complete major or technical portions, but have outstanding general education requirements for completion of the full degree certificate. These efforts will support specialized programs and be in keeping with recent legislative action to facilitate credentialing service members.

The second notice involves requesting reclassification of Medical Center of Excellence and Joint Special Operations medical training center from other instructional sites to additional locations under the CAHS, as this will allow them to offer 50% of an education program with residency credits.

Dr. Travis noted that he supported the program and that he has been communicating with the Air Force NAVSOC and AETC to explore the Special Ops medics and Para Rescue programs for the Air Force.

Dean Pelayo recommended to the Board proposals for two new academic programs, Advanced Tactical Provider Program and the Opticianry Program.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Pelayo and recommended that the USU President implement the proposals.

ARMED FORCES RADIOBIOLOGY RESEARCH INSTITUTE REPORT

COL Naeem provided a highlight summary of his Board report (Tab 22) detailing his vision and challenges in AFRRI. No actions were requested of the Board. Chair Woodson asked if strategic partnerships with other universities would help with his profile, staffing needs and recruitment efforts in the future. COL Naeem replied that scientists are the core essence of everything that encompasses AFRRI's code mission. Similarly, for the mission of operational support, education and working on the doctrine, they will need warfighters and strategic partnerships with universities. Dr. Thomas pointed out that COL Naeem's comments are supported by Command surveys and IG review. He noted that AFRRI needs help, and by reinvigorating AFRRI towards getting their reactor back online would make AFRRI a known entity to support the DOD.

UNIVERSITY BRIGADE COMMANDER REPORT

COL Donahue provided his inaugural highlight summary of his Board report (Tab 23). No actions were requested of the Board.

UNIVERSITY SOUTHERN REGION REPORT

Dr. Travis provided the highlight summary of his Board report (Tab 24). No actions were requested by Dr. Travis from the Board. Dr. Travis commented that he and COL (ret) Bruce Peters will be meeting with the new Joint Base San Antonio Commanding General Carolyn Miller. He added that she has a reputation of being very supportive of the mission partners and he plans to introduce her to everyone.

Dr. Travis acknowledged that there is still a move to potentially do a long-term lease on the South Beach building and they will allow the current owners to renovate the building and amortize the cost over the life of the lease; while the DHA is leaning toward this course of action, it is still up for discussion.

Dr. Travis noted that they recently did another session of the medical executive skills and decision making MedXellence course that USU hosts five times a year. In addition, they are

generally around the country twice a year, but since June, they have been doing these virtually and have received positive feedback from the students and have more than doubled the class size.

UNIVERSITY WESTERN REGION REPORT

Dr. Roberts provided the highlight summary of his Board report (Tab 25).

Dr. Roberts informed the members that Dr. Thomas selected him as the USU Chair for the Middle States Self-study Steering Committee. He noted that Dr. Brian Rimm is his co-chair, and that Steve Henske will remain the Institutional Official Accreditation Liaison Officer. Dr. Roberts noted that lines of inquiry for the spring of 2023 are critical and he anticipates it will be a 10-year accreditation. He went on to state that the demonstration of data or evidence in support of the standards, rather than anecdote are critical and important. He noted that both he and Mr. Henske will share updates to the Board as they both continue on the path to self-study and advance to accreditation.

Dr. Roberts mentioned the DHA J-7 and the USU have resumed their flag SES senior strategy group in support of education and training collaboration. Dr. Roberts noted that Brig Gen Fligge, Colonel Strobel and Dr. Alan Nordholm, his deputy, have all served as the Executive Committee for the Senior Strategy Group. They are actively studying continued education accreditation and distributed learning, the last in the setting of lessons learned from the pandemic. He stated that with the leadership of Dr. Alan Nordholm, collaboration with Mr. Tim Rapp, DHA J-6, Mr. Pat Flanders and his team, they are starting to see G Suite functionality at MTFs. No actions were requested by Dr. Roberts of the Board.

OFFICE OF THE UNIVERSITY REGISTRAR REPORT

Dr. Lishen provided a highlight summary of her Board report (Tab 26). No actions were requested by Dr. Lishen of the Board. She noted that they are working on student registration policy and an academic standing policy and the academic year course schedule, which she plans to present to the Board at the February meeting.

OFFICE OF INSPECTOR GENERAL REPORT

Dr. Jaworski provided a highlight summary of her Board report (Tab 27). No actions were requested by Dr. Jaworski of the Board. The Chair asked if she noticed a trend in terms of categories of IP complaints, administrative, EEO, or sexual harassment. Dr. Jaworski replied that she believes by the end of FY21, they will have a quantitative determination of trends; most concerns were management-related performance appraisals and no sexual harassment complaints, which she believes are going to the EEO within the Brigade.

ACCREDITATION AND ORGANIZATIONAL ASSESSMENT REPORT

Mr. Henske provided a highlight summary of the Board report (Tab 28). No actions were requested of the Board. Regent Burke asked if Mr. Henske will extend waivers given the current circumstances of the Department of Education. Mr. Henske responded that he hoped they would extend the program, but doesn't believe they will; he believes they will get a pushback from institutions that must maintain academic rigor. He added that they have developed a vehicle to measure the strength of the distance learning programs.

Mr. Henske noted that the Middle States has expressed the significant role of the Board in the oversight of policies, that they also emphasize the Boards role in measuring academic quality planning and physical wellbeing of an institution. Likewise, the faculty board and student involvement in the accreditation process is going to be a point of emphasis in their site visits, that they are looking to see that institutions have moved beyond identifying their strategic plan to establish priorities, measure, and demonstrate that their priorities have an assessment tool that indicates that they are succeeding at meeting their strategic goals and efforts, both at the academic and non-academic level.

OFFICE OF INFORMATION AND EDUCATIONAL TECHNOLOGY REPORT

Mr. Rapp provided a highlight summary of the Board report (Tab 29). No actions were requested of the Board.

CLOSING REMARKS

Chair Woodson asked if there were any final questions of which there were none.

ADJOURNMENT

Chair Woodson adjourned the open portion of the meeting at 10.52 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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