

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

**Meeting No. 216
May 19, 2023**

The Board of Regents (BOR), Uniformed Services University of the Health Sciences (USU) meeting was held on Friday May 19, 2023, both in-person at the Board of Regents Conference Room (D-3001), Bethesda, Maryland and via Zoom.

The meeting date and agenda items were published in the *Federal Register*, and each Regent was duly notified prior to the meeting. The Designated Federal Officer (DFO), Ms. Annette Askins-Roberts, and the Chair, Dr. Nancy Dickey, were present during the entire meeting. The meeting was called to order by the DFO at 8:00 a.m.

Members, staff, and briefers listed below were in attendance:

Board Members

Nancy Dickey, M.D., Chair
HON Kenneth W. Kizer, M.D., M.P.H., Member
Gen (Ret.) Richard Myers, M.B.A., Member
HON James Peake, M.D., Member
MG (Ret.) Patrick Sargent, M.A., Member
Antonia Villarruel, Ph.D., R.N., Member
HON Lester Martinez- Lopez, M.D., Assistant Secretary of Defense for Health Affairs
HON Jonathan Woodson, M.D., President, USU
MG Michael Place, Deputy Commanding General (Support)/Chief of Staff of the U.S. Army Medical Command
RDML Darrin Via, MC, USN Interim Navy Surgeon General
RDML Richard Schobitz, Director of the Commission Corps Headquarters (USPHS)
Michael Malanoski, M.D., Deputy Director Defense Health Agency

Staff Members

Annette Askins-Roberts, Designated Federal Officer, BOR, USU
Camille Gaviola, Alternate Designated Federal Officer, BOR, USU
Clarice Waters, PhD, MS, Project Manager, BOR Staff Support, USU
Giovanni Dingle, Management Analyst, BOR Staff Support, USU
Tanner Dean, Management Analyst, BOR Staff Support, USU
Rubens Larceda, Management Analyst, BOR Staff Support, USU

Briefers

Carol A. Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing (GSN), USU
Lula Pelayo, M.D., Dean, College of Allied Health Science
Drew W. Fallis, DDS, MS, MHPE, Dean, Postgraduate Dental College (PDC), USU

Eric Elster, M.D., Dean, F. Edward Hébert School of Medicine (SOM), USU
CAPT (Dr.) Danny Shiau, Director, Center for Global Health Engagement (CGHE), USU

OPENING COMMENTS

Ms. Askins-Roberts called the meeting to order. She introduced herself as the DFO for the Board of Regents. Ms. Askins-Roberts provided administrative remarks and thanked USU staff, briefers, the contract support, and attendees for their participation.

Regents introduced themselves. Dr. Dickey acknowledged Dr. Martinez-Lopez as the new Assistant Secretary of Defense for Health Affairs (ASD(HA)) and reviewed the meeting agenda.

OVERVIEW OF THE MILITARY HEALTH SYSTEM

HON Martinez-Lopez provided an overview of the Military Health System (MHS). He stressed the importance of having a strong MHS foundation and explained how USU contributes to the MHS. HON Martinez-Lopez spoke on the MHS Quadruple Aim of readiness, population health, experience of care, and per capita cost. He emphasized these aims are pillars of a foundation for the MHS and if one falls, they all do. HON Martinez-Lopez spoke on the trauma units' training and readiness and what needs to be done to be a "ready medical force." President Woodson commented on the MHS strategy as part of the USU strategy and clarified how USU plays an essential role within the MHS.

HON Martinez-Lopez discussed patient and beneficiary demographic of the MHS, how it has grown, and what is needed to support growth. HON Kizer commented on the health access issues experienced within the Veterans Health Administration and some analogies to the MHS. HON Martinez-Lopez commented on the cost and quality of care while still trying to maintain and increase access. The Regents discussed the importance of training and the University's role in training new providers for the MHS.

USU PRESIDENT REPORT, SUMMARY OF MIDDLE STATES SITE VISIT, GENERAL COUNSEL UPDATE

President Woodson summarized the Middle States Site Visit, part of the accreditation process, that concluded in March. He reviewed the Site Visit Evaluation Team's recommendations to the University and noted the changes already made. He indicated at the next Board meeting he will review actions and progress towards implementing those recommendations. Gen (Ret.) Myers commended President Woodson and the University for a well-written and thorough Self-Study Evaluation. Dr. Dickey thanked President Woodson for the work done so far.

President Woodson introduced two new staff members to the Regents: Dr. Glennon Diehl, the new Vice President for External Affairs, and Mr. Paul Hutter, General Counsel. Dr. Diehl thanked President Woodson and the Board of Regents on the work for the University. Mr. Paul Hutter briefed how General Counsel is working to execute the USU vision through legislation. Unlike other military universities, USU cannot accept donations, endowments, sponsorship, or other gifts. Mr. Hutter emphasized there is a rigorous process for accepting such gifts at USU. However, USU can still get the same level of monetary support and sponsorship through legislative actions and hope to achieve parity. Dr. Dickey inquired on how the Board of Regents would be able to help the University in achieving these goals.

Dr. Villarruel suggested future briefs could focus on specific areas where the Regents can provide feedback and recommendations. The Regents agreed. RDML Via highlighted the

importance of training, working in small teams, and critical thinking skills of student candidates. President Woodson agreed. Gen (Ret.) Myers commented on the sense of urgency on the legislative proposals. HON Peake inquired about the funding implications with the priorities. President Woodson replied that the Alumni and USU Community has been a tremendous resource. Dr. Dickey asked about accepting international students and if this would require legislative action. President Woodson responded on the continued collaboration with allied nations and universities where there might be mutually beneficial training opportunities. Dr. Dickey expressed her excitement for the new opportunities to come for USU.

END OF ACADEMIC YEAR SUMMARY

The four Deans presented their end of academic year summary. Dean Carol Romano started the brief with the Graduate School of Nursing's (GSN) national status and numbers of their graduates. She highlighted the dual certifications of the many graduates and summarized their scholarly research projects. Dean Lula Pelayo provided an overview from the College of Allied Health Sciences (CAHS). She summarized the class size and program information, retention rates, and specialized accreditation programs. Dean Pelayo noted to the Regents that CAHS is currently conducting a self-study and she will brief those results to the Regents. President Woodson commended Dean Pelayo on CAHS's school and program, noting the dynamic issues that have been challenging. Dean Drew Fallis provided an overview from the Postgraduate Dental College (PDC), summarizing the class number and graduation rates. He spoke on the Tri-Service Center for Oral Health Studies and the collaborative efforts with the Services. He noted PDC is on track for meeting all their metrics and goals. Dean Eric Elster provided an overview on the School of Medicine, speaking to the diverse talent and skills the students have and how it will benefit the MHS. He provided specific details on demographics, accomplishments, program of study for 2022-2023 graduates, incoming class of 2027 students and incoming graduate students.

The Regents asked specific questions. Dr. Villarruel asked about graduate medical education, and if workforce analyses were done to inform the Schools what program areas may need to be emphasized. Dean Pelayo responded CAHS has taken into consideration the national shortage of providers in certain professional areas and spoke on the capacity of the current faculty. President Woodson commented on the best approach and the role of the University in growing the faculty body. HON Martinez-Lopez acknowledged the MHS, like the rest of the nation, has a shortage of mental health providers. RDML Via provided the Navy's approach to mental health support and described how it is not just with clinical providers. MG (Ret.) Sargent asked about the diversity of the study body and how the University is working to keep enrollment growing and diverse. Dean Elster responded that while diversity is a key area, it is not the top priority at the moment. Dr. Reamy informed the Regents the enrollment of students from underrepresented minority groups and stated trends have been increasing in the last several years. HON Martinez-Lopez concurred on the increase in Hispanic student population and expressed his desire to see this trend continue.

HON Martinez-Lopez discussed how the MHS needs to make more of an effort for professional recruitment and to better promote Science, Technology, Engineering and Mathematics (STEM) access and training. He noted the model from PDC and would like to see the same model implemented for graduate medical education. President Woodson commented on the Reserve component and how increasing the number of talented allied health science professionals can be more effective. He stressed the importance of continuing to build and

expand training in those areas. Gen (Ret.) Myers asked about the difference between USU and the Health Professions Scholarship Program (HPSP). Dean Elster provided an overview and outlined the number of graduates under both tracks. Gen (Ret.) Myers recommended looking at the recruitment and enrollment number of the incoming class to determine how to best fill certain gaps. Dr. Reamy clarified the number of ways SOM works with HPSP recruiters.

LIAISON COMMITTEE ON MEDICAL EDUCATION (LCME) STUDY AND DISCUSSION OF SCHOOL OF MEDICINE STRATEGIC ISSUES

Dean Elster provided an overview of the SOM's strategic plan. Dr. Catherine Witkop provided an overview of the Liaison Committee on Medical Education (LCME) process. She described the standards and elements that determine program compliance and expectations. Dr. Witkop informed the Regents of the Institutional Self-Study, the goals, and what to expect at a Survey Site Visit. She reviewed the findings from the last LCME Survey from 2015 noting that several areas were at risk for not meeting LCME requirements. President Woodson asked to clarify the standards performance and Dr. Witkop provided an example.

Dr. Reamy provided background on the proposed SOM class size expansion, to include an increase in faculty, staff, and other student support. He stated USU is allowed to admit up to 180 students per the current LCME accreditation and LCME approval is needed to increase the class size. The number of students admitted by Service is determined by the Service needs. Dr. Reamy also noted that the incoming class this year also had six students from the Coast Guard, where in previous years it has been only one. He described the benefits to the MHS with the proposed increase in SOM class size and detailed the return on investment for this proposal, highlighting the benefit to the faculty as well. A Regent asked if the return on investment included plans for the renovation on campus. Dr. Reamy clarified that the SOM is currently estimating what the renovation costs would be internally to repurpose areas on campus as well as propose new building projects.

CENTER FOR GLOBAL HEALTH ENGAGEMENT (CGHE) AND DISCUSSION

CAPT Shiau began his brief providing an overview on the National Defense Strategy and SECDEF Message to the Force highlighting the priority of defending the nation. He explained how the Center for Global Health Engagement (CGHE) is a strategic enabler to DoD priorities. Right now, the Indo-Pacific region is a priority and DoD is working with allies in the area, specifically Taiwan. CAPT Shiau described some of the joint efforts of the DoD and allied nations in the region, focusing on training, civilian-military integration, and other policy efforts. He noted global health partnership has enabled the DoD to expand trauma casualty care training.

CAPT Shiau reviewed the "Acute Russian Threat," and stated there was already a partnership with Ukraine for capacity building prior to the Russian invasion. This partner program is currently on hold, but the DoD has benefitted from lessons learned from the field. CAPT Shiau also noted this is an opportunity to explore misinformation and disinformation in public health, citing how China and Russia have pushed out information rapidly. He stated the DoD is not at the same level in strategic health communication and this is an opportunity to better understand how to identify and address health misinformation.

CAPT Shiau reviewed the DoD Instruction, 5105.45 on the USU mission for global health engagement. He provided an overview of CGHE, to include the mission and vision, the lines of effort, training, and how to best support the Combatant Commands. He provided examples on

how CGHE supports each of the Combatant Commands, noting CGHE can reach back to USU for resources and expertise.

Dr. Villarruel noted that in the examples CAPT Shiau provided there appeared to be more integration from the SOM and less from GSN and CAHS. She would like to see how the other Schools are involved in the exchange and training. CAPT Shiau responded that the demand signals come from the Combatant Commands. He speculated that nursing will become more integrated as there is a current collaboration with Philippines nursing. Dr. Villarruel stated it is important to look at other models for training. HON Kizer recalled how some of the slides reminded him of his efforts in 1987 to help Saudi Arabia set up a trauma care system. He asked about the collaboration with Department of Health and Human Services (DHHS), in particular the Centers for Disease Control and Prevention. HON Kizer referred to a recent report on the COVID experience and how DHHS recommended a new Under Secretary position be established for health security. He asked how the nexus of CGHE is related to DHHS. CAPT Shiau responded that he was presenting USU's role, but acknowledged that when they are working in country, they follow protocol to work with the in-country teams lead by the ambassadors. President Woodson added some of the processes are ineffective and need better coordination with the countries. CAPT Shiau concurred, but clarified it is country dependent giving the example of Thailand being better coordinated than other countries.

The Regents discussed health communications in the context of the COVID pandemic. President Woodson commented on the role of CGHE in the battle of mis- and dis-information. CAPT Shiau noted that the line officers had a difficult time knowing what "real information" was and what was false. CAPT Shiau stated the role of CGHE is in communicating health information to line officers. HON Martinez-Lopez and President Woodson described how the Services historically engaged in global health and how this engagement evolved over time to what is it today leading to the CGHE's mission.

MG Place made a comment about the importance of having an academic and theoretical construct at an institution like USU but expressed concern about the assumption on tactical execution. He believes the discussion and information presented by CAPT Shiau is not how "we want to do global health engagement." President Woodson agreed and responded that USU does not have the bandwidth and capacity to execute and stated engagement is led by the Services. MG Place reiterated the importance of having CGHE, but to use CGHE to educate and inform the Services of their expertise. Dr. Dickey followed up with the importance of critical thinking in various situations and of continued teaching this skill to new generations.

Dr. Dickey asked if there were any final questions of which there were none.

PLAQUE PRESENTATION

President Woodson acknowledged the former Regents and commended their hard work and dedication. Due to planning and other logistical considerations, President Woodson noted the challenges of convening all former Regents. He noted plaques and letters of appreciation will be mailed to each former Regent. However, President Woodson wanted to publicly acknowledge Dr. Blanck for his tenure in service as a Regent and Chair of the Board of Regents and presented Dr. Blanck with a plaque. Dr. Blanck thanked President Woodson and made his remarks of appreciations. Dr. Dickey also thanked Dr. Blanck and the former Regents.

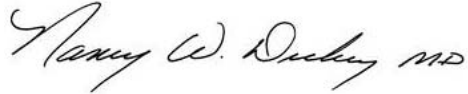
CLOSING REMARKS

Dr. Dickey thanked all the briefers for their participation and for the engaging discussion. She announced the next meeting is scheduled for Monday, August 7, 2023, in the Board of Regents Conference Room (D-3001), Bethesda, Maryland.

ADJOURNMENT

Ms. Askins-Roberts adjourned the meeting at 11:54a.m.

CERTIFIED BY:



July 12, 2023

Nancy Dickey, M.D.
Chair, Board of Regents

Date