

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

**Meeting No. 206
May 17, 2019**

The Board of Regents (Board), Uniformed Services University of the Health Sciences (USU) met on May 17, 2019, at the USU Everett Alvarez Jr. Board of Regents Room (D3001), 4301 Jones Bridge Road, Bethesda, MD. 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 L. Longacre, M.D., was present during the meeting, along with the Designated Federal Officer (DFO), MAJ Joshua A. Barricklow, USA. The meeting was called to order at 8:00 a.m.

Members and advisors listed below were in attendance:

Board Members

- Ronald R. Blanck, D.O., Chair
- Honorable Sheila P. Burke, R.N., M.P.A., Member
- Michael M.E. Johns, M.D., Member
- Kenneth P. Moritsugu, M.D., M.P.H., Member
- Honorable Charles S. Robb, J.D., Member
- Leo E. Rouse, D.D.S., Member
- Honorable Gail R. Wilensky, Ph.D., Member
- Honorable Jonathan Woodson, M.D., Member
- Terry M. Rauch, Ph.D., Representing the Assistant Secretary of Defense for Health Affairs (ASD (HA)) (Secretary of Defense designee)
- Jeffrey L. Longacre, M.D., Representing the President, USU
- COL Myron B. McDaniels, USA, Representing the Surgeon General of the U.S. Army
- VADM C. Forrest Faison III, USN, Surgeon General of the U.S. Navy
- Lt Gen Dorothy A. Hogg, USAF, Surgeon General of the U.S. Air Force
- RADM Susan M. Orsega, USPHS, Representing the Surgeon General of the U.S.

Advisors to the Board

- Col Christine A. Kress, USAF, Representing the Director, Defense Health Agency (DHA)
- CAPT Saira N. Aslam, USN, Representing the Director, Walter Reed National Military Medical Center (WRNMMC)
- CAPT John R. Gilstad, USN, Director, Armed Forces Radiobiology Research Institute (AFRRI), USU
- Charles E. Potter, M.A., Representing the Senior Vice President, Southern Region, USU
- William M. Roberts, M.D., M.B.A., Senior Vice President, Western Region, USU
- Arthur L. Kellermann, M.D., M.P.H., Dean, Hébert School of Medicine (SOM), USU
- Carol A. Romano, Ph.D., R.N., Dean, Inouye Graduate School of Nursing (GSN), USU
- Thomas R. Schneid, D.M.D., M.S., Executive Dean, Postgraduate Dental College (PDC), USU
- Mitchell J. Seal, Ed.D., R.N., Dean, College of Allied Health Sciences (CAHS), USU
- Mark E. Peterson, J.D., Legal Advisor to the Board

OPENING COMMENTS

Dr. Blanck welcomed the Board, Advisors and representatives to the USU Board meeting; his remarks included the following points:

- President Thomas' absence at the Board meeting was due to him being inducted in the Academy of Distinguished Alumni at the West Virginia University Alumni Association.
- The recent passing of Dr. Frank Ledford, former Surgeon General of the U.S. Army and ex officio Board member to USU (1998-2002).

- The Board charter and membership balance plan was renewed and is located at Tab 2.
- The next Board of Regents meeting will be held on August 5-6, 2019 in San Diego, California. Travel arrangements and accommodations for the Board members will be coordinated by the Executive Secretary to the Board and the DFO.
- The ongoing Board vacancy plan will be discussed in more detail during the closed session.
- The meeting calendar is located at Tab 5.
- The closed session will take place following the open session for the Board members only.
- Dr. Woodson was recently promoted to Major General in the U.S. Army Reserve and took command of the Army Reserve Medical Command.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented one matter of general consent:

- Declaration of Board Actions (items electronically approved between the November 2018 meeting and this meeting) at Tab 10

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the matters of general consent as presented by Dr. Blanck.

BOARD ACTIONS

Degree Granting – SOM

Dean Kellermann presented for endorsement candidates for medical degrees and for advanced degrees in the graduate education program within the SOM. The appropriate documentation is located at Tab 11.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dean Kellermann.

Degree Granting – GSN

Dean Romano presented for endorsement candidates for advanced degrees within the GSN. The appropriate documentation is located at Tab 12.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dean Romano.

Degree Granting – PDC

Dean Schneid presented for endorsement candidates for advanced degrees within the PDC. The appropriate documentation is located at Tab 13.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dean Schneid.

Degree Granting – CAHS

Dean Seal presented for endorsement candidates for undergraduate degrees within the CAHS. The appropriate documentation is located at Tab 14.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dean Seal.

Faculty Appointments and Promotions – SOM

Dean Kellermann presented the recommendations, located at Tab 15, made by the SOM Committee on Appointments, Promotion and Tenure.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Kellermann.

Faculty Appointments and Promotions – GSN

Dean Romano presented the recommendations, located at Tab 16, made by the GSN Committee on Appointments, Promotion and Tenure. Dr. Blank noted an additional action in the supplemental materials to have a faculty member appointed with Professor Emeritus title.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dean Romano.

Faculty Appointments and Promotions – PDC

Dean Schneid presented a recommendation, located at Tab 17, made by the PDC Committee on Appointments and Promotions.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendation as presented by Dean Schneid.

Faculty Appointments and Promotions – CAHS

Mr. Walter Tinling was asked to step out of the room (Mr. Tinling was the nominee). Dean Seal presented a recommendation, located at Tab 18, made by the CAHS Committee on Appointments and Promotions.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendation as presented by Dean Seal.

USU PRESIDENT’S REPORT

The following points were presented during President Thomas’ report to the Board (Tab 19):

- President’s Leadership Series. Since the last Board meeting, USU has hosted two leadership talks. The first focused on female leaders in the Department of Defense (DoD) and included the Dean, Inouye Graduate School of Nursing, the Director of the DHA, the Surgeon General of the U.S. Air Force, the Commanding General of Regional Health Command-Atlantic (USU Class of 1993), and the General Counsel to the Senate Armed Services Committee. The second focused on NASA astronaut training and included an astronaut candidate (USU Class of 2010), the Chief of BioAstronautics (USU Class of 2003), the Director of Health and Medical Systems (USU Class of 1988), and the Medical Operations Flight Surgeon.
- NDAA 2019. There were several areas to highlight:
 - Joint Education and Training Feasibility Study. Efforts and collaboration are ongoing between USU and the DHA with an initial report expected later this month and the final report due by the end of the summer.
 - Consolidation of Research and Development under DHA. Efforts and collaboration are ongoing between USU and the DHA with a report to Congress expected in September.
 - Defense Health Command Feasibility Study. Efforts and collaboration are ongoing between USU and the DHA with an unknown timeline on when a report would be published.
 - USU Alignment. NDAA language suggests the possibility of USU reporting to the DHA instead of being a direct report to ASD(HA). Recent feasibility studies suggest this possibility might not be feasible, with accreditation being the biggest concern.
- Reform Management – IDA Study. Phase I (methodology in determining the “cost per medical student”) is complete. Significant progress has been made toward completing Phase II (“value proposition of USU”). A final report is anticipated by the end of August.
- Legislative Proposals. Both the Academic Health System and Endowment legislative proposals have passed all endorsements within the Government’s executive branch, to include the White House. They are currently under review with the Congressional Armed Services Committees.
- Construction.
 - Breezeway. This project will add 7,500 square feet to the University footprint and is on schedule to be complete by February 2020.

- Building F. This project has nearly completed the 65% design, with the environmental assessments in final review. Discussions are underway for Veterans Affairs (VA) and Medical Museum collaboration (the museum at the Forest Glen Annex). The project is proposed for a single phase construction award in spring 2021 and is anticipated to be fully operational in Academic Year 2026.
- Strategic Off-Sites. A two day strategic planning off-site, along with a staff ride to the Antietam National Battlefield, is scheduled in July. In August, there is discussion on holding an off-site concurrent with the August Board meeting in San Diego.
- Congressional Visits. Despite numerous efforts and numerous scheduled visits, all have been canceled due to conflicts that arise on the Hill.
- Upcoming Retirements.
 - April 2019 – Dr. Eric Schoemaker, LTG, USA, Ret., Former Surgeon General of the U.S. Army; former Professor, Department of Military and Emergency Medicine, Hébert School of Medicine and USU Scholar-in-Residence
 - January 2020 – Dr. Yvonne Maddox, Vice President, Office of Research. Dr. Roberts will take the lead in developing a search committee for her replacement.
- Assistance from the Regents. President Thomas expressed gratitude to the Board for its help in guiding him through ways to raise awareness for and market the University, tell its story, and collaborate with other agencies, specifically with the VA.
- President Thomas highlighted the Mini-Joint Civilian Orientation Conference, which is designed to bring in non-DoD individuals and expose them to military medical training.

MEMBER REPORTS – ACADEMICS SUMMARY

Dr. Moritsugu noted the following points:

- Southern Region.
 - Hosted a delegation from the Japanese National Defense Medical College. Significant collaborative opportunities, especially the trauma training, were discovered and a return visit is expected later this year.
 - Initiated a request for a temporary building in the Beach Pavilion quadrangle in order to house up to 30 personnel in the next one to three years. This exceeds current projected growth of the Southern Region mission, but provides flexibility to USU as the discussion of the DHA acquiring a larger facility (e.g., South Beach Pavilion) in the area continues.
 - The Director of the Air Force Civil Engineering Center is determined to get the South Beach Pavilion operational and has identified that project as his top priority. The Southern Region reiterated its intent to occupy that building, whether leased to or owned by the DoD. Dr. Blanck asked if this is a true collaborative effort by the DHA and USU to get the project going. Response by Mr. Potter confirmed collaboration, but that the process will take time, depending on the construction process (Government versus private sector). Site work paperwork has been submitted by the Southern Region.
 - The Deans' Quarterly Council continues to meet as needed and has proven to be valuable in terms of discussing common issues among the Deans and new academic programs.
- Western Region.
 - Represented USU at several NDAA 19 feasibility study meetings, where two principal issues are being discussed: 1) Military Health System (MHS) Education & Training structure of the future and USU's role; and 2) USU's reporting relationship (ASD (HA) or DHA).
 - Continued collaboration efforts with the Indo-Pacific Research Alliance for Military Medicine to further advance research opportunities and build partnerships have been productive and beneficial.
- Armed Forces Radiobiology Research Institute (AFRRI).
 - The Science Director position description and pay band have been established and AFRRI is actively recruiting the position.
 - Funding for tactical nuclear casualty stream modeling was secured via the Studies and Analysis program in the Office of the Undersecretary of Defense for Personnel and Readiness (USD (P&R)). The model is built on geospatial data on Guam and focuses on the 10 days following a tactical

nuclear detonation.

- The reactor's return to operational status has been delayed by six months. The April audit concluded that a license amendment was necessary. Recent Nuclear Regulatory Commission action at other research reactors provide examples and a pathway to obtaining the amendment.
- Faculty Senate.
 - Dr. Sara Contente will be completing her term as president in the near future and will be replaced by Dr. Penny Pierce. Dr. Pierce will be the first president to come from the GSN.
 - The 2019 Packard Lecture was given on March 14 by Dr. Jennifer Douda of the University of California-Berkley.
 - The Research Policy Committee continues to work closely with the Office of the Vice President for Research in addressing issues regarding the USU vivaria and animal research priorities.
 - A special Faculty Assembly was held in April in observance of Sexual Assault Awareness Month and was titled "Walk a Mile in My Shoes (Pumps)".
 - The Spring Faculty Assembly will take place on June 20.

MEMBER REPORTS – FINANCE AND ADMINISTRATION SUMMARY

Dr. Rouse noted the following points:

- Finance and Administration.
 - As of March 31, 2019, USU had executed 98.9% of its 1st and 2nd Quarter O&M resources.
 - Two areas of the budget, civilian pay and information technology, have been growing at a rate faster than programmed funding allows. Offsets have been identified, mostly from under-executing programs, which are anticipated to allow for a balanced FY19 program.
 - The Kearney & Co. audit continues with USU receiving and responding to multiple sample requests and working to ensure our documentation supports the transactions. Updates are provided to ASD (HA) on the Ernst & Young review of USU's interactions with the Henry Jackson Foundation (HJF), as well.
- Information & Education Technology.
 - The DoD Information Technology (IT) reform, which USU is included in, remains a potential risk in areas of academic accreditation. This reform package became effective in February. USD (P&R) was briefed in May and is supportive of USU receiving reform exemptions to mitigate the risks. Next briefing to be with DoD Deputy CIO.
 - Progress continues on multiple infrastructure projects and cost-saving measures. The migration of the San Antonio building to the USU .edu network is complete.
 - The AFRRI data center was closed in December 2018 in support of the Federal Information Technology Acquisition Reform Act.
 - In CY18, over 13,000 support tickets were processed. Survey results yielded a 92-94% "satisfied" or "very satisfied" customer satisfaction rate.
 - From October 2012 to December 2018, USU's .edu network had a 99% availability rate.
- USU Brigade.
 - Operations. The Operations cell continues to mature and is more heavily involved in both current and future operations. They have assumed ownership of USU's Emergency Management program, as well as primary management of the USU Master Calendar.
 - Key Leader Turnover. The new Commandant, SOM will arrive in June; the new Commandant, GSN arrived in May; and the new HQ Company Commander took command in January.
 - New Leadership. Effective January 2019, the Graduate Education Office (GEO) and Enlisted to Medical Degree Preparatory Program (EMDP2) students have their own Commander and Senior Enlisted Leader, something new to both programs.

Dr. Blanck noted two things: 1) his appreciation for Mr. Timothy Rapp, Vice President for Information & Education Technology, and his efforts in educating the DoD on the uniqueness of USU and the importance of the .edu network to its operation; and 2) his appreciation for Mr. Tinling and his team in their ability to take on additional missions and still balance the USU budget. Regarding finances, a Regent asked about the sustainability of future year budgets and if there are important programs at risk due to a lack of funding. Mr. Tinling commented that there are no

significant concerns and, due to additional resources for the research mission, such as centers and special programs, new funds come in and can be shifted to ensure the budget stays balanced in future years.

USU SCHOOL OF MEDICINE REPORT

The following points were presented during Dean Kellermann's report to the Board (Tab 27):

- Staff Turnover.
 - New Chair selected for the Department of Preventive Medicine and Biostatistics.
 - New Chair selected for the Department of Anesthesiology.
 - New Leadership Team selected for the GEO.
 - New Associate Dean for Student Affairs selected.
 - New Assistant Dean for Clinical Sciences selected.
 - New Assistant Dean for Faculty Development selected.
- Admissions and Recruitment.
 - Highest number of applicants to the Graduate Education program ever (527) and highest number of acceptances of offers.
 - Medical School Class of 2023. USU received nearly 3,100 applications. Class is currently 49% female and has 34 first-generation college students. It also has 36 prior enlisted students (an all-time high) and 20 students from minorities underrepresented in medicine. There is still some uncertainty in the class, which can be attributed to the news of impending reductions in the MHS and the impact that may have on interest in military medicine.
 - EMDP2. Twenty-three students from Cohort 4 recently graduated at George Mason University. Of them, 13 have already been accepted to USU and four remain on the wait-hold list.
 - Several current students or students-to-be were recognized for their academic or athletic achievements by the Associate Dean for Admissions and Recruitment.
- Notable Achievements.
 - In conjunction with the USU/HJF Joint Technology Transfer Team, the SOM received the Federal Laboratory Consortium's Award for Excellence in Technology Transfer (sixth time in seven years).
 - Dr. Christopher Broder (Chair, Department of Microbiology and Immunology) was part of a consortium that received a grant of \$24.5 million over five years to advance treatments for Nipah and Hendra viruses.
 - Dr. Ann Jerse (Department of Microbiology and Immunology) received a grant of \$10.9 million over five years to advance promising gonorrhea vaccine candidates for preclinical development and clinical trials.
 - USU is the first site in the United States to teach the American Red Cross' (ARC) new Advanced Life Support Course. The MHS will be adopting the ARC courses.
 - Military Field Practicum 201 (Operation Gunpowder) was conducted in March. It was re-engineered to focus on prolonged field care, forward surgical care and enroute critical care. For the first time, GSN faculty and staff participated. All field instructors were combat-experienced medical professionals, with the Special Forces medics coming from three Services.
 - USU/WRNMMC Department of Surgery pioneered new approaches to evaluate and strengthen the skills of expeditionary surgeons. This complements the KSA initiative underway.
 - SOM published the first medical school to develop a comprehensive telehealth curriculum.
 - SOM Global Health Distance Learning Program, launched in 2016, has enrolled over 280 students from four Services and six continents, with 45 students completing the 18 credit hours. For AY 2019, there are another 145 students accepted.
- Concerns.
 - Planned cuts to the MHS workforce (across all three Services) are estimated to be as high as 19,000 uniformed positions, including physicians and nurses, and will impact those medical and surgical subspecialties deemed less "combat relevant." The Services may respond by maintaining more control over where they assign their uniformed positions, potentially removing them from Military Treatment Facilities (MTF) to operational units. The DHA may then need to backfill thousands of uniformed positions with Federal employees or contractors to man the MTFs (many of which would not be permitted to provide medical education or research).

- Five questions to consider:
 - Will the workforce reductions disrupt or derail military graduate and undergraduate medical education? This has the potential to effect both quality and quantity of medical education in the MHS.
 - Should the changing number and mix of graduate medical education positions be worrisome? This has the potential to decrease both accessions and retention.
 - Is it wise for the military to outsource its graduate medical education to civilian programs? More than 2,000 civilian applicants did not match to civilian programs because there were not enough spaces this year. This will potentially undermine the camaraderie and training within the military system and the focus of training with military units on military beneficiaries.
 - How will this impact undergraduate medical education? Severe mentor and preceptor shortages will require more civilian facilities, most of which are already saturated.
 - How are prospective USU students responding and processing this? We are beginning to have students share their trepidation regarding the availability of military medical education.

A Regent concurred with Dean Kellermann's concern on backfilling uniformed positions with civilians and asked how Congressional leaders are responding to USU's concerns, i.e., whether the Hill disputes the data presented or whether this issue isn't viewed as a priority. The Regent noted that the military being able to turn to the civilian sector to pick up the medical education load is a ludicrous proposal, not based on the facts. Another Regent commented this may not be a Congressional issue as much as it is a DoD issue establishing priorities by not recognizing what a key enabler medical support is for the warfighter. The Regent noted the importance for advocacy of the strategic relevance of medical for the line units. Although efficiencies may be warranted, as emphasized by the Hill, there is a risk of breaking the system if the DoD does not make prudent choices in how this is done. It is incumbent to provide the decision-makers with the risks and benefits of the options available and then provide solution sets that do not eviscerate the current capability.

Break from 9:20 a.m. – 9:35 a.m.

Dr. Blanck reconvened the meeting.

USU GRADUATE SCHOOL OF NURSING REPORT

The following points were presented during Dean Romano's report to the Board (Tab 28):

- Education and Training.
 - According to U.S. News 2020 national graduate school rankings, the GSN Doctor of Nursing Practice (DNP) program ranked #32 (top 5%), from #36 last year, and the Master of Science in Nursing program ranked #41 (top 17%), from #60 last year. Additionally, the Nurse Anesthesia program remains ranked at #4 (of 112).
 - The Class of 2019 includes 42 graduates. The DNP program, now having graduated 5 classes, requires students to complete a scholarship project in a MTF that may focus on system improvements or patient safety. For the Class of 2019, 17 projects were completed in 13 MTFs (a total of 73 projects in 17 MTFs over the last 5 years). The GSN website has created a way to search for these projects by MTF or topic. Dr. Blanck asked if there is a way to look back historically and see if a project is still being implemented and Dean Romano noted there is, provided the project was designed for system improvements.
 - Advanced Practice and PhD curricula review and redesign was initiated to streamline curriculum, enhance inter-professional collaboration, explore potential interaction with services for evidence-based practice training, and integrate DNP and PhD student interaction.
 - The PhD program made the change from quarters to semesters in May and matriculated the 2019 cohort in May. Previous classes matriculated in August and were on the quarter system.
- Operational/Readiness.
 - The first GSN anesthesia students successfully piloted inter-professional implementation of the Operation Gunpowder field exercise in conjunction with the SOM.

- Dr. Matthew Welder was invited to teach Advanced Wilderness Life Support to NATO Special Forces in February in Germany.
- Twenty-four students recently completed the Dive Medicine and Cold Weather Medicine electives. Since 2016, 400 students (USU and Services/SOF) have completed one or more of these electives.
- USU was approved by the Wilderness Medical Society to continue awarding the international Diploma in Mountain Medicine (DiMM). USU is one of three institutions authorized to award the diploma and the only one in the DoD.
- Dr. Matthew D'Angelo and Dr. Welder were invited to serve as Subject Matter Experts at the AMEDD Expeditionary Resuscitation Surgical Team training and validation in Texas.
- GSN faculty and the USU Global Health Center provided trauma nursing instruction and evaluation in a "Train the Trainer" program, as part of an AFRICOM African Peacekeeping Rapid Response Partnership in Uganda. Students are permitted to accompany faculty.
- Leadership and Service.
 - One GSN alumni and one GSN faculty were inducted as Fellows in the American Academy of Nursing, joining less than 0.1% of nurses in the country. GSN has approximately 20% of its faculty are Fellows.
 - GSN is hosting a former Republic of Korea Navy nurse and current civilian faculty member from Dong-eui University in Korea. She began a one year, self-funded sabbatical to study policy and nursing leadership roles in the Federal health systems.
 - USU and the VA are exploring policy barriers that prevent VA employees from pursuing student opportunities at USU.
- Concern. Dean Romano shared Dean Kellermann's concern regarding the planned cuts across the MHS. GSN anticipates a drop in USU enrollment. Also, there are some specific concerns regarding women's health nurse practitioners in a deployed environment and its relevance. The Services previously requested the GSN to create a Women's Health track, however, the Services did not offer any student positions to the GSN this year. The GSN is looking at revising their Family Nurse Practitioner program to include certain aspects of women's health because of the requirement by the forces as women increase in the Service.

In response to a Regent's question on enrollment, Dean Romano noted that the Class of 2019 is smaller (about 40 students since the Army decreased slots by about 20), but future classes are larger (over 70 students per class). The larger number creates challenges finding clinical sites. In response to a Regent's question on the women's health concern and whether that is a messaging and education issue or a commitment issue, Dean Romano noted that each Service is different in how they choose to fill the billets (may be using contractors or other sources), so GSN is pursuing data analysis to better understand the issue and how to mitigate it. In response to Dr. Blanck's question on Nurse Midwife curriculum, Dean Romano noted that GSN conducted a capacity feasibility study on cost and certification, but a sustainability plan among the Services was not very solid, only educating a couple students each year, so the program is on hold.

USU POSTGRADUATE DENTAL COLLEGE REPORT

The following points were presented during Dean Schneid's report to the Board (Tab 29):

- Recognition for outstanding efforts of Dr. Rod Phoenix, Associate Dean for Research. He coordinated events as the PDC sponsored three recent graduates (Masters Class of 2018) during Research Week at USU this past week in what each Service identified as the top research project. Introduced Col Jay Graver, USAF, Dean of the Air Force Postgraduate Dental School at JBSA Lackland in Texas.
- Education and Training.
 - Preparations are in progress for seven graduation ceremonies to confer Master of Science degrees for the Class of 2019. Seventy Army, Navy, and Air Force graduates will receive diplomas. At the completion of this academic year, USU will have awarded a total of 465 Masters of Science degrees to PDC graduates (since 2016).
 - PDC is initiating a curriculum reorganization in hopes of adopting a more standardized plan common across all platforms, specifically in the Master of Science degree requirements. Each program will fulfill USU requirements by completing requirements that are components of the programs' existing curricula. The Air Force Dental Corps will restructure its graduate dental education platform in order

to eliminate redundancies and realize efficiencies. The Endodontics residency program and the Comprehensive General Dentistry residency programs at Keesler will close in June 2020. The programs will no longer enroll new students, but will continue to meet accreditation standards, allowing those currently enrolled to complete their training as graduates of an accredited program. Training authorizations for those programs will be consolidated at JBSA Lackland. PDC is coordinating with the USU Assistant Vice President for Accreditation and Organizational Assessment. There will be no impact on the University's accreditation status.

- Faculty Achievements.
 - Associate Dean for Faculty Affairs.
 - Collaborating with USU colleagues from SOM and a GME program director at the Salt Lake City VA to develop an inter-professional medical/dental version of the Stanford Faculty Development Course. A pilot program is planned in the USU Southern Region.
 - Collaborating with SOM and TSCOHS to develop a dental-specific long-term career outcome study, with the goal of determining the value of the USU/military postgraduate dental program partnership in the career development of students and faculty.
 - Associate Dean for Research.
 - Authored a six-part research design lecture series for use by programs to augment introductory research coursework.
 - Collaborated with UTHSC-SA and USU VPR to finalize a memorandum of understanding that focuses on partnerships for research and academic efforts spanning the health sciences and including the role of underrepresented populations within the health sciences.
 - Coordinated with NMRU-SA and USU VPR and Military Health System Research Symposium organizers to incorporate an evening session focused on dental research, including both oral and poster presentations (attachment 1). Research presented will highlight work directly linked to readiness and areas of interest to the MHS that are aligned with the PDC Research-Focused, Operational Gap Analysis (attachment 2).

Dean Schneid noted in summary, the PDC continues to contribute to the Services' training of Master Clinicians by incorporating a readiness-based Research Component that makes these graduates lifelong learners that are intelligent consumers of the scientific literature, which allows them to better evaluate materials and clinical methods and provide the best care for our warfighters. The PDC continues to expand collaborations within USU to provide the Services with accreditation-required faculty development training and work to establish metrics that measure the value of programs to the Services and the entire MHS.

- Concerns. Dean Schneid shared Dean Kellermann's and Dean Romano's concerns regarding the planned cuts across the MHS. Specific to dentistry, there is concern over readiness and there is concern over being able to rebuild programs should they be cut due to reduced manning. Private sector dentistry is now able to offer competitive recruitment packages that may impact the growth of military dentistry over the long-term.

Dr. Blanck commented on the challenge of standardizing PDC programs given its wide geographical coverage, but applauded the efforts of Dean Schneid and his team in exploring new initiatives and seeking ways to increase efficiencies in the areas of education and research.

USU COLLEGE OF ALLIED HEALTH SCIENCES REPORT

The following points were presented during Dean Seal's report to the Board (Tab 30):

- Education and Training.
 - As of May 2019, CAHS has over 657 students enrolled in seven instructional programs with 185 faculty.
 - All degree completers are eligible for an official transcript and at least one civilian credential. Since transitioning from certificate-only programs to credit-bearing programs, CAHS programs are yielding eligibility for twice as many civilian credentials. Patient safety data reveal the way to obtain improved patient outcomes, which includes lower cost, is to bring better-prepared personnel in at the front-end; this is what the CAHS credentialing program does.

- Operations initiated at one of the CAHS other-instructional sites, AMEDD C&S, for the Army Preventive Medicine Tech, now capturing credit within the MOS training that makes them on par with the Navy counterparts.
- On June 3rd, CAHS will stand up the first cohort at its additional other- instructional site, US Air Force School of Aerospace Medicine, offering a single course for METC graduates of the Respiratory Therapy Tech program to earn upper division credit for their Bachelor degree, which is key because in two years the entry-level practice standard will be a Bachelor degree.
- These programs replace civilian school contracts at 10% of current contract costs, as well as holding only 1% of the total voluntary education costs. Using the standard voluntary education benefit formula, these programs are projected to yield a maximum Tuition Assistance value of approximately \$15M per year in 2019.
- Collaboration Requests to CAHS.
 - The DHA J-7 has directed the Medical Education and Training Campus (METC) to ‘on-board’ the rest of their programs that have not already been requested to transition from METC to CAHS. Although a large number of programs, this represents only about six percent of the student load.
 - A working group has been directed by the Deputy Assistant Secretary of Defense for Force Education & Training for the development and pilot of the Universal Learner Record with select programs. The group is looking at a change of policy to DoD Vol Ed.
 - In response to Section 735 of the 2019 NDAA, CAHS was directed to establish a pilot program to assess the feasibility and advisability of partnerships between Special Operations Forces (SOF), institutions of higher education, and health care systems, that would allow for SOF medics to earn credit toward an advanced degree as a physician assistant (PA). This small program will be separate from the existing PA program offered within the Army. A Regent noted the potential for two separate programs in the military; however, it was noted that this will not create a problem long-term with its small number of participants. Its focus is on post-retirement employment with just a handful of participants who would also serve as faculty. A Regent asked for clarification on if CAHS had the authorization and ability to grant advanced degrees; CAHS would not be granting these degrees, but would be partnership with a civilian institution that offers a PA program. More information is needed and will be provided to the USU leadership and the Board as the CAHS continues to explore and collaborate within the established USU framework.
- Action Items.
 - Requested endorsement on a proposal to begin the process of establishing the Joint Special Operations Medical Training Center at Ft. Bragg as a USU branch campus administered by CAHS. Dr. Blanck noted that since a formal request for endorsement had not yet come through President Thomas, it would be necessary for CAHS to route its request through USU prior to coming before the Board for action. A Regent commented on the great success of CAHS in its short history, but cautioned that it does not become a victim of its success by expanding too rapidly and losing its ability for proper quality control and oversight. A program evaluation was brought up as a beneficial tool in this measure to ensure appropriate resourcing of the expansion. Another Regent noted the Service requirements for each of these Allied Science students and that we focus on providing them credit for their training for their transitions where they have a transcript. An attendee noted that a substantive change will need to be submitted to MSCHE for a branch campus designation, which includes a comprehensive package that endorsed by the Board. Clarification was made by the Chair that the request by Dean Seal was to obtain endorsement to further pursue the initiative, ensuring all the necessary steps are completed and it return to the Board when those steps are fulfilled.
 - Disposition: The Chair stated that the Board does informally agree to CAHS pursuing the initiative, seeking a formal endorsement from the Board, to be received in the future.
 - Requested endorsement for a qualified/conditional approval of four new academic programs at METC: Nutrition and Diet Therapy (Army/Air Force); Cytology Technician (Army); Occupational Therapy Assistant (Army/Navy); and Radiologic Technologist (Tri-Service). The Deans’ Council has concurred with the proposal; however, the proposals have not yet completed all of the necessary steps in the USU new program process. Dean Seal asked for a conditional endorsement now is that all programs start near or before the next Board meeting and limited windows of opportunity to make

change, often several years in advance. These new program adoptions were started prior to the recent USU new program policy and are now being incorporated into that process. Not conditionally approving these programs could delay, or not provide at all, receipt of academic credit to some of the current students. Two of the programs (OTA and Cytology) could lose accreditation and one could be put on probation (Rad Tech) if there was a delay. Assuming that the remaining steps for new program adoption are completed, per USU policy, Dean Seal is asking for conditional endorsement of the above. In response to a Regent's question on some programs losing their accreditation, Dean Seal noted the loss of accreditation would be through contractual reasons with the previous host institution. An attendee noted the significant cost savings that comes from transitioning programs from METC to CAHS, but the MHS needs to maintain the ability to capture that money for future programs. A Regent commented that while he hopes those cost savings stay within the MHS, he is not confident they will. He also noted the importance of capturing not only savings, but cost avoidance.

- Disposition: Dr. Blanck recommended CAHS continue in that process and, once complete, package and submit a formal request to the Board, either electronically or at the next meeting in August.
- Additional Information.
 - No 'new starts' have been identified for the remainder of CY19. The Independent Duty Corpsman program of the Navy Medicine Education, Training, and Logistics Command is continuing to move through the USU new start process. Those credits would be applied to a Bachelor degree.
 - Projected personnel and programmatic cuts are occurring at the level of Allied Health as well, with the Army discontinuing 5 or 6 programs, highly technical, low-flow specialties at METC.

USU REGISTRAR REPORT

The following points were presented during Dr. Kutchner's report to the Board (Tab 31):

- The number of missing grades has been reduced from over 90,000 down to less than 2,750 in only six months. Numerous legacy policy and procedures fostered the oversights. About 78,000 have been corrected, in that they were in actuality experiences, not missing grades. New policies and processes are being developed to avoid a similar situation in the future. Chaos in the Student Information System has been creating inconsistencies.
- Collaboration with the Deans and IT is underway to reinstitute the EMPOWER system. The goal is to provide academic flexibility within comprehensive USU policies that speak to all student records from admission to graduation at all degree levels.
- Starting in May, SOM and GSN students will now have all true grades posted on their records. Additionally, all letters and copies of diplomas will be ready for the students at their request, which will be a significant customer service increase for USU alumni.
- Development and implementation of a curriculum management and catalog software tool is ongoing.

The SOM Dean and Board of Regents noted the outstanding work done in a short period by the Registrar.

USU ALUMNI ASSOCIATION REPORT

The USU Alumni Association was not represented at the meeting by the Association leadership, hence no presentation was provided. Dr. Blanck commented on the upcoming Founders Day events in September and intends to send out additional information once obtained. There is also discussion with President Thomas to use Founders Day to recognize four individuals considered to be the founders of USU: Mr. Edward Hébert, Dr. Jay Sanford, Mr. David Packard, and Dr. Robert Joy.

CLOSING REMARKS

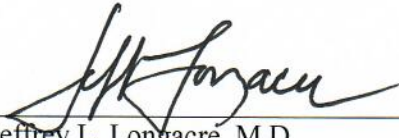
Dr. Blanck asked if there were any final questions or concerns of which there were none.

ADJOURNMENT

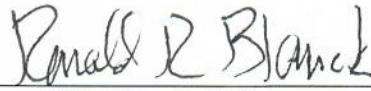
There being no further business on the agenda, Dr. Blanck asked if there was any further information to be brought forward, of which there was none. He then adjourned the open portion of the meeting at 10:50 a.m.

SUBMITTED:

APPROVED:



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



Ronald R. Blanck, D.O.
Chair, Board of Regents

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