



OFFICE OF THE  
PRESIDENT  
(301) 295-3013

**UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES**  
4301 JONES BRIDGE ROAD  
BETHESDA, MARYLAND 20814-4712  
<http://www.usuhs.mil>



Office of the President  
PPM-022-2017  
18 July 2017

**SUBJECT: Council of Center Directors**

**RECEIVED JUL 28 2017**

**1. Purpose:** To define the organization and purposes of the Council of Center Directors (CCD) of the Uniformed Services University of the Health Sciences (USU).

**2. References:**

a. School of Medicine, Dean's Policy Memorandum, 009-2016, "School of Medicine Council of Center Directors (CCD)," November 2, 2016 (hereby rescinded).

b. USU Strategic Framework (2017-2021).

**3. Applicability:** This policy applies to all the schools, agencies, institutes, consortia, programs and centers that comprise the USU.

**4. Policy:** USU formally establishes the CCD with responsibilities, organization and procedures outlined in this PPM.

**5. Background:** Over the course of USU's 45-year history, the scope and reach of the University has broadened far beyond its original construct. Today, the University oversees not only our schools but centers, consortia, institutes, initiatives and programs ("centers") that give the USU community the ability to contribute to an increasingly wide range of health-related programs and activities. Our challenge now is to maximize the collaboration in and among these centers to realize their full potential.

**6. Authorities:** The CCD will serve as a coordinating, collaborative body. Supervisory oversight and responsibilities for the centers themselves remain vested in the current alignments unless or until those alignments are altered in a subsequent PPM.

**7. Responsibilities:** The CCD will be responsible for:

- Providing analysis and guidance and making recommendations to harmonize resources for activities, policies and plans to strengthen the success of USU's centers.
- Assisting the Vice President for Research (VPR) in the successful development and execution of a robust research agenda in alignment with DoD research priorities.

- In conjunction with the Vice President for Finance and Administration (VFA), coordinating a zero-base review of existing finances and current and future requirements for each center.
- Assisting USU centers in accomplishing center missions in alignment with the USU Strategic Framework.
- Developing Standard Operating Procedures (SOPs) that govern the establishment and oversight of the USU centers, including the establishment of center charters, and supporting the growth and maturation of new centers from programs to centers to Centers of Excellence, if appropriate.
- Defining USU policies for establishing new centers and developing guidelines for periodic performance reviews by the President, USU.
- Assisting the centers in expanding, where appropriate, their collaboration with line units and the warfighter to enhance the readiness of the force.
- In conjunction with USU's Strategic Working Group (SWG), assisting the centers in the development or enhancement of center and USU measures of performance.
- Creating and maintaining a virtual repository of center documents, including strategic plans, lessons learned, key enabling documents and periodic reviews.
- Developing or expanding collaborative communications nodes for sharing tools, best practices and lessons-learned.
- Coordinating center strategic communications, initiatives and mechanisms with USU's strategic communications staff, and ensuring that centers conform to USU branding and strategic communications requirements.
- In conjunction with the Vice President for Information & Education Technology/CIO, coordinate an assessment of existing IM/IT assets and services, compliances with DoD policy, and identify any future IM/IT requirements for each center.

**8. Organization:** In order to expand and regularize the collaboration and interactions across our centers, I am directing the establishment of the Council of Center Directors, formalizing the CCD initiative begun by the Dean of the School of Medicine who will continue to act as the USU Executive Lead for this effort. The CCD will consist of the following members:

- a. The Armed Forces Radiobiology Research Institute (AFRRI).
- b. The Center for Deployment Psychology (CDP).
- c. The Center for Global Health Engagement (CGHE).
- d. The Center for Neuroscience and Regenerative Medicine (CNRM).
- e. The Center for Rehabilitation Sciences Research (CRSR).



- f. The Center for the Study of Traumatic Stress (CSTS).
- g. The Collaborative Health Initiative Research Program (CHIRP).
- h. The Consortium for Health and Military Performance (CHAMP).
- i. The Defense and Veterans Center for Integrative Pain Management (DVCIPM).
- j. The Infectious Disease Clinical Research Program (IDCRP).
- k. The Center for Prostate Disease Research (CPDR).
- l. The Murtha Cancer Center (MCC) (in coordination with WRNMMC).
- m. The National Center for Disaster Medicine and Public Health (NCDMPH).
- n. The Surgical Critical Care Initiative (SC2I).
- o. The Tri-Service Center for Oral Health Studies (TSCOHS).
- p. The Tri-Service Nursing Research Program (TSNRP).
- q. The Senior Vice President, South – advisory member.
- r. The Senior Vice President, West – advisory member.
- s. The Vice President for Research (VPR) – advisory member.
- t. The Vice President for External Affairs (VPE) – advisory member.
- u. The Vice President for Finance and Administration (VFA) – advisory member.
- v. The Vice President for Information and Education Technology/ Chief Information Officer (CIO) – advisory member.
- w. The Office of General Counsel (OGC) – advisory member.

The Deans of the School of Medicine, the Graduate School of Nursing, the Postgraduate Dental College and the College of Allied Health Sciences will be invited to attend all CCD meetings.

Centers will be added as they are established, and from time to time centers may be merged, altered or eliminated depending on University and DoD requirements.

## **9. Staffing:**

- a. The CCD will be chaired by a senior leader appointed by the Executive Lead and approved by the USU president.
- b. Dedicated staff for the CCD will be determined as requirements emerge.
- c. The Executive Lead will provide an office and support for the CCD.

## **10. Procedures:**

- a. The CCD will meet on a monthly basis, in accordance with a schedule established by the Executive Lead.
- b. The Executive Lead and CCD Chair will provide regular updates to the USU Cabinet.
- c. The Executive Lead and CCD Chair will update the USU President on a quarterly basis.
- d. Deans and USU VPs may appoint representatives to attend CCD meetings.

e. When possible, each center director should attend each meeting. When attendance is not possible, center directors will appoint an empowered representative. Representatives should be federal employees or uniformed service members.

f. Meeting agendas will be prepared and disseminated prior to each meeting. Draft agendas will be coordinated with CCD members.

g. Meeting minutes will be prepared and distributed by the CCD staff to CCD members.

**11. Release:** This policy is approved for release to all personnel and organizations with involvement or interest in the USU centers.

**12. Effective Date:** This PPM is effective immediately.

A handwritten signature in black ink, appearing to read "RW Thomas".

Richard W. Thomas, MD, DDS, FACS  
President

Enclosure:

1. References

## **References**

1. USU DPM-009-2016, "School of Medicine Council of Center Directors(CCD)," date November 2, 2016. Cancelled