

Uniformed Services University of the Health Sciences



“Learning to Care for Those in Harm’s Way”

Board of Regents Quarterly Meeting

August 3, 2020

**BOARD OF REGENTS
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES
211th MEETING**

**August 3, 2020 | 8:00 a.m.
Hosted virtually (online) | Bethesda, MD**

MEETING AGENDA

OPEN MEETING

8:00 a.m.:	Meeting Call to Order Designated Federal Officer	Ms. Sarah Marshall
8:00 - 8:05 a.m.:	Opening Comments Chair, Board of Regents, Uniformed Services University of the Health Sciences (USU)	Dr. Jonathan Woodson
8:05 - 8:10 a.m.:	Matters of General Consent Declaration of Board Actions	Dr. Jonathan Woodson
8:10 - 8:20 a.m.:	Board Actions Degree Conferrals, Hébert School of Medicine (SOM) Dean Degree Conferrals, Postgraduate Dental College (PDC) Executive Dean Degree Conferrals, College of Allied Health Science (CAHS) Acting Dean Faculty Appointments and Promotions, SOM Dean Faculty Appointments and Promotions, GSN Dean Faculty Appointments and Promotions, PDC Executive Dean	 Dr. Arthur Kellermann Dr. Thomas Schneid Dr. Lula Pelayo Dr. Kellermann Dr. Romano Dr. Schneid
8:20 - 8:35 a.m.:	Office of the USU President Report President, USU	Dr. Richard Thomas
8:35 – 8:45 a.m.:	Office of the Assistant Secretary of Defense (Health Affairs) Report ASD (HA)	HON Thomas McCaffery
8:45 - 9:00 a.m.:	School of Medicine Report Dean, SOM	Dr. Arthur Kellermann
9:00- 9:15 a.m.:	Graduate School of Nursing Report Dean, GSN	Dr. Carol Romano
9:15 - 9:30 a.m.:	Postgraduate Dental College Report Dean, PDC	Dr. Thomas Schneid

9:30 - 9:45 a.m.:	College of Allied Health Sciences Acting Dean, CAHS	Dr. Lula Pelayo
9:45 – 10:00 a.m.:	Armed Forces Radiobiology Research Institute (AFRRI) Director	COL Mohammad Naeem
10:00 - 10:05 a.m.:	USU Brigade Report Brigade Commander	COL Patrick Donahue
10:05 - 10:10 a.m.:	Campus South Senior Vice President	Dr. Thomas Travis
10:10 - 10:15 a.m.:	Campus West Senior Vice President	Dr. William Roberts
10:15 - 10:20 a.m.:	Office of the Vice President for Finance and Administration Vice President	Mr. Walt Tinling
10:20 - 10:25 a.m.:	Office of the Vice President for Research Acting Vice President	Dr. Toya Randolph
10:25 - 10:30 a.m.:	Faculty Senate Senate President	LTC Craig Myatt
10:30 - 10:35 a.m.:	Henry M. Jackson Foundation Chief Executive Officer	Dr. Joseph Carvalho
10:35 - 10:40 a.m.:	Office of the General Counsel General Counsel	Mr. Mark Peterson
10:40 – 10:50 a.m.:	Closing Comments Board Chair	Dr. Jonathan Woodson

CLOSED MEETING

11:00 a.m. – 11:30 a.m.:

Active Investigations. *A report on active investigations at the University will be provided to the Board. The report will contain sensitive personnel information, may involve accusing a person of a crime or censuring an individual, and may disclose investigatory records.*

Personnel Actions. *A report on significant personnel actions will be provided to the Board and will contain sensitive personnel information and material that relates solely to the internal personnel rules and practices of the University.*

BOARD OF REGENTS
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES
211th MEETING

August 3, 2020 | Bethesda, Maryland (virtual)

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TAB 1
Charter

Charter
Board of Regents, Uniformed Services University of the Health Sciences

1. Committee's Official Designation: The Committee will be known as the Board of Regents, Uniformed Services University of the Health Sciences ("the Board").
2. Authority: The Secretary of Defense, pursuant to 10 U.S.C. § 2113a and in accordance with the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix) and 41 C.F.R. § 102-3.50(a), established this non-discretionary Board.
3. Objectives and Scope of Activities: The Board shall assist the Secretary of Defense in an advisory capacity in carrying out the Secretary's responsibility to conduct the business of the Uniformed Services University of the Health Sciences ("the University").
4. Description of Duties: The Board shall provide advice and recommendations on academic and administrative matters critical to the full accreditation and successful operation of the University.
5. Agency or Official to Whom the Committee Reports: The Board reports to the Secretary of Defense and the Deputy Secretary of Defense, through the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), who may act upon the Board's advice and recommendations.
6. Support: The Department of Defense (DoD), through the Office of the USD(P&R), provides the necessary support for the Board and ensures compliance with the requirements of the FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b) ("the Sunshine Act"), governing Federal statutes and regulations, and established DoD policies and procedures.
7. Estimated Annual Operating Costs and Staff Years: The estimated annual operating cost, to include travel, meetings, and contract support, is approximately \$252,279.00. The estimated annual personnel cost to the DoD is 1.3 full-time equivalents.
8. Designated Federal Officer: The Board's Designated Federal Officer (DFO), pursuant to DoD policy, shall be a full-time or permanent part-time DoD officer or employee designated in accordance with DoD policies and procedures.

The Board's DFO is required to be in attendance at all Board and subcommittee meetings for the entire duration of each and every meeting. However, in the absence of the Board's DFO, a properly approved Alternate DFO, duly designated to the Board in accordance with DoD policies and procedures, shall attend the entire duration of all Board or subcommittee meetings.

The DFO, or the Alternate DFO, calls all Board meetings; prepares and approves all meeting agendas; and adjourns any meeting when the DFO, or the Alternate DFO, determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures.

9. Estimated Number and Frequency of Meetings: The Board meets at the call of the Board's DFO, in consultation with the Board's Chair. The Board shall meet at least once a quarter.
10. Duration: The need for this advisory function is on a continuing basis; however, this charter is subject to renewal every two years.

Charter
Board of Regents, Uniformed Services University of the Health Sciences

11. Termination: The Board terminates upon rescission of 10 U.S.C. § 2113a.
12. Membership and Designation: Pursuant to 10 U.S.C. § 2113a(b), the Board shall be composed of 15 members, appointed or designated as follows:
- a. nine persons outstanding in the fields of health care, higher education administration, or public policy, who shall be appointed from civilian life by the DoD Appointing Authorities;
 - b. the Secretary of Defense, or his or her designee, who shall be an *ex-officio* member;
 - c. the Surgeons General of the Uniformed Services, who shall be *ex-officio* members; and
 - d. the President of the University, who shall be a non-voting, *ex-officio* member.

As directed by 10 U.S.C. § 2113a(c), the term of office of each member of the Board (other than *ex-officio* members) shall be six years except that:

- a. any member appointed to fill a vacancy occurring before the expiration of the term for which his or her predecessor was appointed shall be appointed for the remainder of such term; and,
- b. any member whose term of office has expired shall continue to serve until his or her successor is appointed.

In accordance with 10 U.S.C. § 2113a(d), one of the members of the Board (other than an *ex-officio* member) shall be designated as Chair by the DoD Appointing Authorities and shall be the presiding officer of the Board.

Board members who are not *ex-officio* members shall be appointed by the DoD Appointing Authorities, and their appointments will be renewed on an annual basis according to DoD policies and procedures. No member, unless approved by the DoD Appointing Authorities, may serve more than two consecutive terms of service on the Board, to include its subcommittees, or serve on more than two DoD federal advisory committees at one time.

Members of the Board who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants, pursuant to 5 U.S.C. § 3109, to serve as special government employee (SGE) members. Board members who are full-time or permanent part-time Federal officers or employees will be appointed, pursuant to 41 C.F.R. § 102-3.130(a), to serve as regular government employee (RGE) members.

All members of the Board are appointed to provide advice on the basis of their best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

Pursuant to 10 U.S.C. § 2113a(e), Board members (other than *ex-officio* members), while attending conferences or meetings or while otherwise performing their duties as members, shall be entitled to receive compensation at a rate to be fixed by the Secretary of Defense. Each member is reimbursed

Charter
Board of Regents, Uniformed Services University of the Health Sciences

for travel and per diem as it pertains to official business of the Board.

13. Subcommittees: The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Board. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the DoD Appointing Authorities or the USD(P&R) as the Board's Sponsor. All subcommittees operate under the provisions of the FACA, the Sunshine Act, governing Federal statutes and regulations, and DoD policies and procedures.

Such subcommittees shall not work independently of the Board and shall report all their recommendations and advice solely to the Board for its thorough discussion and deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act. Subcommittees, task forces, or working groups have no authority to make decisions and recommendations, verbally or in writing, on behalf of the Board. Neither the subcommittee nor any of its members may provide updates or reports directly to the DoD or any Federal officer or employee. If a majority of Board members are appointed to a particular subcommittee, then that subcommittee may be required to operate pursuant to the same notice and openness requirements of the FACA which govern the Board's operations.

The appointment of individuals to serve on Board subcommittees shall be approved by the DoD Appointing Authorities for a term of service of one-to-four years, with annual renewals, in accordance with DoD policy and procedures. No member shall serve more than two consecutive terms of service on the subcommittee without prior approval from the DoD Appointing Authorities. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, shall be appointed as an expert or consultant pursuant to 5 U.S.C. § 3109 to serve as an SGE member. Subcommittee members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as an RGE member.

Each subcommittee member is appointment to provide advice on the basis of his or her best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

All subcommittees operate under the provisions of FACA, the Sunshine Act, governing Federal statutes and regulations, and established DoD policies and procedures.

Individuals who are appointed as subcommittee leaders in accordance with DoD policy shall serve a one-to-two year term of service, with annual renewal, provided the leadership term of service does not exceed the member's approved subcommittee appointment.

14. Recordkeeping: The records of the Board and its subcommittees shall be managed in according with General Record Schedule 6.2, Federal Advisory Committee Records, or other approved agency records disposition schedule, and the appropriate DoD policies and procedures. These records will be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

15. Filing Date: May 2, 2019

TAB 2

Membership Balance Plan

Membership Balance Plan
Board of Regents, Uniformed Services University of the Health Sciences

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, pursuant to 10 U.S.C. § 2113a and in accordance with the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix) and 41 C.F.R. § 102-3.50(a), established the non-discretionary Board of Regents, Uniformed Services University of the Health Sciences (“the Board”).
2. Mission/Function: The Board shall assist the Secretary of Defense in an advisory capacity in carrying out the Secretary’s responsibility to conduct the business of the Uniformed Services University of the Health Sciences (“the University”). The Board shall provide advice and recommendations on academic and administrative matters critical to the full accreditation and successful operation of the University.
3. Points of View: Pursuant to 10 U.S.C. § 2113a(b), the Board shall be composed of 15 members, appointed or designated as follows:
 - a. nine persons outstanding in the fields of health care, higher education administration, or public policy, who shall be appointed from civilian life by the DoD Appointing Authorities;
 - b. the Secretary of Defense, or his or her designee, who shall be an *ex-officio* member;
 - c. the Surgeons General of the Uniformed Services, who shall be *ex-officio* members; and
 - d. the President of the University, who shall be a non-voting, *ex-officio* member.

Board members who are not *ex-officio* members shall be appointed by the DoD Appointing Authorities and their appointments will be renewed on an annual basis according to DoD policies and procedures. No member, unless approved by the DoD Appointing Authorities, may serve more than two consecutive terms of serve on the Board, to include its subcommittees, or serve on more than two DoD federal advisory committees at one time.

Members of the Board who are not full-time or permanent part-time Federal officers or employees will be appointed as experts or consultants, pursuant to 5 U.S.C. § 3109, to serve as special government employee (SGE) members. Board members who are full-time or permanent part-time Federal officers or employees will be appointed, pursuant to 41 C.F.R. § 102-3.130(a), to serve as regular government employee (RGE) members.

All members of the Board are appointed to provide advice on the basis of their best judgment without representing any particular point of view and in a manner that is free from conflict of interest.

The DoD has found that viewing the complex issues facing the Department through a multidisciplinary advisory committee provides the Department and, more importantly, the American public with a broader understanding of the issues on which to base subsequent policy decisions.

4. Other Balance Factors: NA

Membership Balance Plan
Board of Regents, Uniformed Services University of the Health Sciences

5. Candidate Identification Process: The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of health care, higher education administration, or public policy.

The Designated Federal Officer (DFO), in consultation with the Office of the Assistant Secretary of Defense for Health Affairs (ASD(HA)), and their professional staffs, as well as through recommendations by current members of the Board. The DFO, consulting with the ASD(HA), reviews the credentials of each individual and narrows the list of potential candidates. During the review, he or she strives to achieve a balance between the educational and professional credentials of the individuals and the subject matter likely to be reviewed by the Board. The ASD(HA), based on the approval of the Secretary of Defense, is the Secretary of Defense representative to the Board.

After the list of candidates has been narrowed, it is forwarded to the USD(P&R) for further scrutiny and formal nomination to the Secretary of Defense, the Deputy Secretary of Defense, and/or the Committee Management Officer for the Department of Defense (CMO) (“DoD Appointing Authorities”). Once the USD(P&R) has narrowed the list of candidates and before formal nomination to the Appointing Authorities, the list will undergo a review by the DoD Office of the General Counsel and the Advisory Committee Management Officer (ACMO) to ensure compliance with the Board’s statute, charter, and membership balance plan. Following this review, the ACMO forwards the list of potential nominees for approval by the DoD Appointing Authorities.

The DoD Appointing Authorities shall approve the appointment of members to the Board (other than *ex-officio* members) for a six-year term of service, except those Board members appointed to fill a vacancy occurring before the expiration of the term for which the predecessor was appointed shall be appointed for the remainder of such term. Any Board member whose term of office has expired shall continue to serve until the successor is appointed. No member may serve more than two consecutive terms of service without approval from the DoD Appointing Authorities.

Following approval by the DoD Appointment Authorities, the candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members. All appointment paperwork must be submitted to the appropriate DoD offices and processed at the earliest opportunity in accordance with DoD policy and procedures. If the required paperwork is not processed in accordance with DoD policy and procedures, the member will not be able to participate in any Board-related work or deliberation until all of his or her appointment processing actions are completed.

Membership vacancies for the Board and any subcommittees will be filled in the same manner as described in this section.

6. Subcommittee Balance: The DoD, when necessary and consistent with the Board’s mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Board.

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the USD(P&R) and based upon the subject matters

Membership Balance Plan
Board of Regents, Uniformed Services University of the Health Sciences

under consideration. Pursuant to DoD policy and procedures, the USD(P&R) shall follow the same procedures used for selecting and nominating individuals for appointment consideration by the DoD Appointing Authorities.

Subcommittee members will be appointed for a term of service of one-to-four years, subject to annual renewals; however, no member will serve more than two consecutive terms of service on the subcommittee unless previously authorized by the DoD Appointing Authorities. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members, if not full-time or permanent part-time Federal officers or employees shall serve as RGE members pursuant to 41 C.F.R. § 102-3.130(a).

7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Committees, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics.
8. Date Prepared/Updated: May 2, 2019

TAB 3

Bylaws

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

Article I

Establishment. The Board of Regents (Board) of the Uniformed Services University of the Health Sciences (USU), is established by 10 U.S. Code § 2113a.

Description. The Board is a Federal Advisory Committee within the Department of Defense (DoD) and operates in accordance with the Federal Advisory Committee Act (FACA), DoD Instruction 5105.04, "Federal Advisory Committee Management Program," DoD Directives and Instructions specifically and generally applicable to USU, and its DoD Charter.

Article II

Purpose.

A. The purpose of the Board shall be to provide advice and guidance to the Secretary of Defense; the Under Secretary of Defense for Personnel and Readiness; the Assistant Secretary of Defense for Health Affairs; and the USU President in order to ensure that the operation of USU is effective, in compliance with all applicable accreditation standards, and in the best traditions of academia.

B. The purpose of these bylaws is to set forth the organization of the Board and to outline the procedures it uses to accomplish its responsibilities as an advisory committee.

Article III

Members. Pursuant to 10 U.S. Code § 2113a, the Board shall consist of:

A. Nine persons, outstanding in the fields of health care, higher education administration, or public policy, who shall be appointed from civilian life by the Secretary of Defense;

B. The Secretary of Defense, or the Secretary's designee, who shall be an ex officio member;

C. The Surgeons General of the Uniformed Services who shall be ex officio members; and

D. The USU President, who shall be a nonvoting ex officio member.

- E. Ex officio members of the Board, to include the designee of the Secretary of Defense, may be represented at meetings of the Board and at committee meetings by representatives, provided these representatives are Federal government employees or members of the Armed Services and provided they are appointed in advance and in writing. Representatives should be appointed with continuity in mind and should have authority to speak for the represented members.

Term of Office. The term of office for each member of the Board (other than an ex-officio member) shall be six years except that:

A. Any member of the Board appointed to fill a vacancy occurring before the expiration of the term for which a predecessor was appointed, shall be appointed for the remainder of such term.

B. Any member of the Board whose term of office has expired shall continue to serve until a successor is appointed. These appointments will be renewed annually on the anniversary of the original appointment date.

Appointment of Chair. One of the members of the Board (other than an ex officio member) shall be designated by the Secretary of Defense as Chair and shall be the presiding officer of the Board. The term of the Chair shall continue until a successor is appointed.

Selection of Vice-Chair. The Chair of the Board may select an appointed member of the Board to serve as Vice Chair.

Article IV

Duties and Responsibilities. The Board shall:

A. Advise the Secretary of Defense, through the Assistant Secretary of Defense for Health Affairs and the Under Secretary of Defense for Personnel and Readiness, regarding the appointment of the USU President and advise the USU President regarding the appointments of deans of USU schools, directors of USU institutes and similar USU administrative positions;

B. Be informed by the USU President of the appointments of vice presidents, assistant vice presidents and similar USU staff positions; or by the appropriate dean of the appointments of associate deans, assistant deans, department chairs and similar USU faculty positions;

C. Advise the USU President on the awarding of appropriate academic degrees to successful candidates after first receiving and considering the recommendations of the faculty and deans of USU schools;

D. Advise the USU President on the conferring of honors (to include Professor Emeritus, Senior Lecturer, and Distinguished Professor) and honorary degrees after first receiving and considering the recommendations of the deans of USU schools;

E. Provide its advice on policies and procedures intended to ensure that USU maintains appropriate accreditation requirements;

F. Consider recommendations made by USU Committees on Appointments, Promotion, and Tenure and provide its advice on these recommendations to the USU President;

G. Consider recommendations made to establish new academic programs at USU. (Recommendations for new programs will be read into the minutes at the Board meeting when they are first presented. Advice on whether or not to approve new programs will ordinarily be provided to the USU President at the next regularly scheduled Board meeting.); and

H. Perform other duties as deemed appropriate and within its Charter, to include (1) assessing and providing advice to the Assistant Secretary of Defense for Health Affairs, the Under Secretary of Defense for Personnel and Readiness, and the Secretary of Defense on the performance of the USU President; the performance of USU as an institution (including major academic programs and divisions); the well-being of USU faculty, students, and staff; the adequacy of USU financial resources and their management; and the adequacy of USU's physical facilities; and (2) serving as an advocate for USU and its needs.

Article V

Advisors. Advisors to the Board shall include:

- A. USU deans;
- B. Commanders of representative teaching hospitals, as selected by the Board;
- C. A legal advisor (the USU General Counsel);
- D. A military advisor to provide advice to the Board from an operational perspective; and
- E. Other individuals invited by the Board to serve in this capacity.

Article VI

Preparatory Groups.

A. Designation: The Board of Regents, as a body, shall designate either standing or ad hoc preparatory groups as necessary.

B. Purpose: Board preparatory groups shall be responsible for review and summary of assigned meeting materials which they will then present at the full Board meeting.

C. Membership: The Chair of the Board of Regents shall appoint members and designate their chairs.

D. Meetings: Each group shall meet prior to the meeting of the full Board. Meetings may be held in person or via conference call.

Subcommittees.

A. In contrast to preparatory groups, subcommittees, which make recommendations to the Board, may be established in accordance with the guidelines of the Board of Regents DoD Charter.

Article VII

Awards.

A. Board of Regents Awards: The Board may annually recognize four outstanding students if selected by the Dean, School of Medicine; the Dean, Graduate School of Nursing; the Associate Dean, Graduate Education; the Executive Dean, Postgraduate Dental College; and the Dean, College of Allied Health Sciences, in accordance with separately established criteria.

B. Carol J. Johns, M.D. Medal: The Board shall review and endorse or nonendorse the annual nominee for the Carol J. Johns, M.D. Medal recognizing an outstanding faculty member selected by the Faculty Senate in accordance with separately established criteria.

C. The Distinguished Service Award, Exceptional Service Award, and the University Medal: The Board shall review and endorse or nonendorse Distinguished Service and Exceptional Service awards and the University Medal in accordance with separately established criteria.

Article VIII

Emeritus.

This establishes the honorific title of Emeritus Member of the Board of Regents of the USU. This title signifies a previous member of the Board who served USU honorably, with consistent, active participation over many years as a Regent. Nominations for the recognition may be submitted only by a currently-serving member of the BOR and endorsement will be attained by a majority vote of the current, voting-eligible Regents. The USU president must then approve the endorsement by the Board of Regents. The title "Emeritus," once awarded, will be recognized for life and may be used by the member to designate distinguished service on the Board. The title will convey no special privileges. Since it is an honorary title, the emeritus member will not have voting privileges nor receive remuneration of any kind, and may continue to serve USU in accordance with 10

Article IX

General Procedures.

A. Regular Meetings: The Board shall hold at least four (4) meetings in an annual period from October 1 to September 30, or more often if the Secretary of Defense, the designee of the Secretary of Defense, or the Chair of the Board shall deem it necessary. Unless otherwise determined by the Board, meetings shall be held in the Everett Alvarez Jr. Board of Regents Conference Room (D3001) at the University, 4301 Jones Bridge Road, Bethesda, MD 20814.

B. Additional Meetings: Additional meetings shall be called by the Designated Federal Officer of the Board upon the direction of the Chair of the Board, the USU President, or upon written request of three or more members of the Board. Additional meetings of the Board shall be held at such times and places as shall be specified in the notice of the meeting.

C. Notice of Meetings:

1. Notice of all meetings of the Board shall be sent by the Designated Federal Officer to each member of the Board by mail, fax, electronic mail or telephone.

2. The Designated Federal Officer shall mail a notice not less than fifteen (15) days before any regular meeting. Faxing, emailing, or telephoning a notice shall be done not less than seven (7) days before a regular meeting.

3. The recital by the Board Executive Secretary in the minutes that notice was given shall be sufficient evidence of the fact.

4. Public announcement of the meetings of the Board shall appear in the Federal Register as provided in the Government in the Sunshine Act. (5 U.S.C. 552b(e)(3))

D. Closure of Meetings: Meetings of the Board shall be open to the public unless a written determination is made to close all or part of a meeting in coordination with General Counsel. The determination shall cite those provisions of 5 U.S.C. 552b(c) that justify closure and a summary of meeting activities shall be prepared and maintained as part of nonpublic Board of Regents files.

E. Quorum: The presence of a majority of all members of the Board will constitute a quorum of the Board. When there are no vacancies on the Board, a quorum means at least eight (8) members must be present in person or via electronic means. An ex officio member's duly designated representative counts for purposes of a quorum.

F. Voting:

1. During a meeting, if a quorum is called for by a member and found not to be present, no further business may be transacted.

2. During a meeting, issues will be determined by voice balloting, unless an individual member of the Board requests a written ballot.

3. The Chair, Board of Regents, is a member of the voting assembly and has the same right to vote as any other member.

4. Unless otherwise specified, a simple majority vote will determine matters of issue before the Board. In the event of a tie vote, the proposed resolution is lost.

5. At the direction of the Chair, Board of Regents, action may also be taken by a majority of the members by notation voting (that is to say by voting on material circulated to the members individually or serially, or by polling members individually or collectively by mail, telephone, fax, e-mail or a similar procedure). Such action will be reported by the Executive Secretary at the next meeting of the Board.

6. The Secretary of Defense, or the Secretary's designee, or a duly appointed representative of the Secretary's designee is authorized to vote.

7. The Surgeons General of the Uniformed Services, or their duly appointed representatives, are authorized to vote.

8. The USU President is precluded by statute from voting.

9. Except for the USU President, individual ex officio members of the Board, to include the designee of the Secretary of Defense, may give proxies to their representatives or to other members of the Board of Regents (allowing them to be counted for quorum purposes and to vote) provided this is done in advance and in writing.

G. Order of Business: The order of business will be at the discretion of the Chair, Board of Regents, unless otherwise specified by the Board.

H. Rules of Order: The rules contained in the current edition of *Robert's Rules of Order Newly Revised* shall govern the Board in all cases in which they are applicable and in which they are not inconsistent with applicable statutes and directives, these bylaws, and any special rules the Board may adopt.

Article X

Amendment and Effective Date.

A. Amendment: These bylaws may be amended at any meeting of the Board as long as each proposed amendment has been provided to the members at least 60 days

before the next scheduled meeting. Amendments will take effect by the affirmative vote of two- thirds (2/3) of the members present.

B. Review: These bylaws shall be reviewed at least every two (2) years.

C. Effective Date: These bylaws are effective August 1, 2017, and supersede previously published bylaws dated May 20, 2016.

A handwritten signature in black ink, appearing to read "Ronald R. Blanck". The signature is stylized with large, bold letters and a prominent "R".

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

TAB 4

Current Membership

BOARD OF REGENTS

UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

CURRENT MEMBERSHIP

<u>NAME</u>	<u>TITLE</u>	<u>TERM EXP</u>
Ronald R. Blanck, D.O.	Member, Board of Regents	June 20, 2019 ^c
Honorable Sheila P. Burke, R.N., M.P.A.	Member, Board of Regents	July 19, 2023 ^c
GEN Richard Cody, USA, Ret	Member, Board of Regents	November 4, 2025
Michael M.E. Johns, M.D.	Member, Board of Regents	June 20, 2019 ^c
Kenneth P. Moritsugu, M.D., M.P.H.	Member, Board of Regents	June 20, 2019 ^c
Leo E. Rouse, D.D.S.	Member, Board of Regents	May 13, 2021 ^b
Honorable Gail R. Wilensky, Ph.D.	Member, Board of Regents	June 20, 2019 ^a
Honorable Jonathan Woodson, M.D.	Chair, Board of Regents	June 20, 2025 ^b
Thomas P. McCaffery, M.P.P.	Secretary of Defense Designee and Assistant Secretary of Defense for Health Affairs*	Ex officio
Richard W. Thomas, M.D., D.D.S.	President, USU**	Ex officio
LTG Raymond S. Dingle, MS, USA	Surgeon General, United States Army	Ex officio
VADM Bruce Gillingham, MC, USN	Surgeon General, United States Navy	Ex officio
Lt Gen Dorothy A. Hogg, USAF, NC	Surgeon General, United States Air Force	Ex officio
VADM Jerome M. Adams, USPHS	Surgeon General of the United States	Ex officio
Gen Thomas R. Morgan, USMC (Ret)	Military Advisor to the Board	Advisor
LTG Ronald J. Place, MC, USA	Director, Defense Health Agency	Advisor
Brig Gen Paul Friedrichs, USAF, MC	Joint Staff Surgeon	Advisor
RDML James L. Hancock, MC, USN	Medical Officer of the Marine Corps	Advisor
Brig Gen Shanna Woyak, USAF, NC	Director, National Capital Region Medical Directorate	Advisor
COL Andrew Barr, MC, USA	Director, Walter Reed National Military Medical Center	Advisor
Thomas W. Travis, M.D., M.P.H.	Senior Vice President, Southern Region	Advisor
William M. Roberts, M.D., M.B.A.	Senior Vice President, Western Region	Advisor
Arthur L. Kellermann, M.D., M.P.H.	Dean, F. Edward Hébert School of Medicine	Advisor
Carol A. Romano, Ph.D., R.N.	Dean, Daniel K. Inouye Graduate School of Nursing	Advisor
Thomas R. Schneid, D.M.D., M.S.	Executive Dean, Postgraduate Dental College	Advisor
Lula W. Pelayo, Ph.D., M.S.N., R.N.	Acting Dean, College of Allied Health Sciences	Advisor
COL Mohammad Naeem, MC, USA	Director, Armed Forces Radiobiology Research Institute	Advisor
Mark E. Peterson, J.D.	Legal Advisor to the Board of	Advisor
Jeffrey L. Longacre, M.D.	Regents Executive Secretary	
Sarah Marshall	Designated Federal Officer	

^a – currently serving predecessor's term; ^b – currently serving first term; ^c – currently serving second term

*The Secretary of Defense designee is by statute an ex officio member.

**The USU President is by statute a non-voting ex officio member.

TAB 5

Board Meeting Calendar

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

Board Meeting Calendar (2020-2021)

*Note: all meetings will occur at USU Bethesda Campus unless stated otherwise

Preparatory Session	Meeting of Record
	Monday, August 3, 2020
	Monday, November 2, 2020
	Monday, February 1, 2021
	Friday, May 14, 2021
	Monday, August 2, 2021
	Monday, November 1, 2021

****Saturday, May 15, 2021 – Class of 2021 Commencement****

Faculty Packet Due Dates (2020)

*Note: packets not received by due date will not be presented at Board meeting

Meeting of Record	Faculty Packets Due to CHR
August 3, 2020	June 23, 2020
November 2, 2020	September 22, 2020

TAB 6

Closed Session Determination



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUL 23 2020

**MEMORANDUM FOR DESIGNATED FEDERAL OFFICER, BOARD OF REGENTS,
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH
SCIENCES**

**SUBJECT: Determination to Close a Portion of the Summer Board of Regents, Uniformed
Services University of the Health Sciences Meeting on August 3, 2020**

I find that the request to close a portion of the summer meeting of the Board of Regents (Board), Uniformed Services University of the Health Sciences (University), from roughly 11:00 a.m. until 11:30 a.m. on August 3, 2020 is consistent with provisions outlined in the Government in the Sunshine Act, 5 U.S.C. § 552b(c)(2, 5-7), and the Federal Advisory Committee Act, 5 U.S.C. Appendix. Therefore, I determine that the prescribed portion of the Board meeting shall be closed to the public.

The reason for my determination is that this portion of the meeting will disclose sensitive personnel information, will include matters that relate solely to the internal personnel rules and practices of the University, will involve accusing a person of a crime or censuring an individual, and may disclose investigatory records compiled for law enforcement purposes.

Specifically, the portions of the meeting that will be closed are the discussions on active investigations and personnel actions.

As required by 41 CFR § 102-3.155(d), you shall ensure that a copy of this determination is made available to the public upon request. In light of this determination, you shall also comply with all requirements for reporting closed meetings as specified in Department of Defense Instruction 5105.04.

A handwritten signature in black ink, reading "Matthew P. Donovan", is located below the text.

Matthew P. Donovan

TAB 7

Federal Register Notice



OVERSIGHT AND
COMPLIANCE

OFFICE OF THE CHIEF MANAGEMENT OFFICER
9010 DEFENSE PENTAGON
WASHINGTON, DC 20301-9010

July 13, 2020

MEMORANDUM FOR DESIGNATED FEDERAL OFFICER, BOARD OF REGENTS,
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH
SCIENCES

SUBJECT: Federal Register Notice Waiver

Your request to waive the Federal Register 15-calendar day meeting notification required by the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b) to announce the August 3, 2020 meeting of the Board of Regents, Uniformed Services University of the Health Sciences ("the Board") is approved.

The following statement shall be included in the Board's published Federal Register notice:

"Due to circumstances beyond the control of the Department of Defense and the Designated Federal Officer, the Board of Regents, Uniformed Services University of the Health Sciences was unable to provide public notification required by 41 C.F.R. § 102-3.150(a) concerning its meeting of August 3, 2020. Accordingly, the Advisory Committee Management Officer for the Department of Defense, pursuant to 41 C.F.R. § 102-3.150(b), waives the 15-calendar day notification requirement."

Please ensure that a copy of this waiver is retained in the official records of the Board. In addition, copies of the waiver shall be provided to the public if requested.

If you should have any questions please contact Len O'Reilly at 703-692-5949.

James D. Freeman II
Advisory Committee Management Officer

cc:

Group Federal Officer, Office of the
Under Secretary of Defense for
Personnel and Readiness



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

MEMORANDUM FOR DIRECTOR OF OVERSIGHT AND COMPLIANCE, OFFICE OF
THE CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT
OF DEFENSE
(ATTN: OSD FEDERAL REGISTER LIAISON OFFICER)

SUBJECT: Federal Register Notice - Board of Regents, Uniformed Services University of the
Health Sciences

Request the attached Federal Register Notice announcing the Board of Regents,
Uniformed Services University of the Health Sciences (BOR USUHS) meeting scheduled to
occur on Friday, August 3, 2020, be published in the Federal Register as soon as possible. If you
should have any questions, please contact my Group Federal Officer, Mr. Justin Kinnaman, at
(703) 571-0104 or justin.w.kinnaman.civ@mail.mil; or the Designated Federal Officer for the
BOR USUHS, Ms. Sarah Marshall, at (301) 295-3955 or sarah.marshall@usuhs.edu.

Julie Blanks
Executive Director

Attachment:
As stated

TAB 8

Chair's Opening Comments

Board Chair's Opening Comments

- Welcome and Appreciation
 - Incoming permanent DFO, Ms. Annette Askins-Roberts
 - Outgoing interim DFO, Ms. Sarah Marshall
- Board of Regents Bylaws to be discussed in closed session
- Calendar for 2020 and 2021 Board meetings found at Tab 5
 - Further discussion during Closed Session of single-day meeting
- Next Board of Regents meeting – Monday, November 2, 2020
 - This assumes continued adoption of single-day meeting
 - Virtual or In-person to be determined by current events
- Regent Terms
 - Two submissions submitted.
 - Definitive action within the approval chain still pending.
- Closed session following the open session

TAB 9

Previous Meeting Minutes

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

**Meeting No. 2010
May 15, 2020**

The Board of Regents (Board), Uniformed Services University of the Health Sciences (USU), virtually met on May 15, 2020, using the USU Google Meet online platform due to the COVID-19 Pandemic that prevented an onsite meeting. A Google Meet address was provided to the Regents, enabling a two-way forum for discussion among the Board members. The meeting was simultaneously broadcast via a YouTube link made available to the public for real-time observation. A permanent link to the meeting video can be found at <https://digitalcollections.lrc.usuhs.edu/digital/collection/p15459coll3/id/53816/rec/1>

The meeting date and agenda items were published in the *Federal Register* and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey Longacre, M.D., and the Designated Federal Officer (DFO), Ms. Sarah Marshall, were both present during the entire meeting. The meeting was called to order by the DFO at 8:17 a.m.

Members and advisors listed below were in attendance:

Board Members

Honorable Jonathan Woodson, M.D., Chair
Ronald R. Blanck, D.O., Member
Honorable Sheila P. Burke, M.P.A., Member (via telephone)
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Leo Rouse, D.D.S., Member
Honorable Gail Wilensky, Ph.D., Member
Terry Rauch, Ph.D., Representing ASD(HA) (Secretary of Defense designee)
Richard W. Thomas, M.D., D.D.S., President, USU
Lt Gen Dorothy A. Hogg, USAF, NC, Surgeon General of the U.S. Air Force
VADM Jerome Adams, USPHS, Surgeon General of the United States
RADM Bruce Gillingham, MC, USN, Surgeon General of the Navy
MG Telita Crosland, MC, USA, Representing the Surgeon General of the U.S. Army

Advisors to the Board

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

SUBMITTED:

APPROVED:

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

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

Prepared by: Jeffrey Longacre, MD, Executive Secretary, jeffrey.longacre@usuhs.edu

DRAFT

TAB 10

Declaration of Board Actions



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

DANIEL K. INOUE GRADUATE SCHOOL OF NURSING
4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



13 May 2020

RWT 7-10-2020
MEMORANDUM FOR THE PRESIDENT, USU

THROUGH: USU BOARD OF REGENTS

John Wood

SUBJECT: Exceptional Service Award for Mr. Charles Potter

The USU Names and Honors Committee fully supports the presentation of the Exceptional Service Award to Mr. Potter for his many years of distinguished service to the Military Health System and the Uniformed Services University as Assistant Vice President for University Programs in the Southern Region.

Thank you for your consideration.

Carol A Romano

Carol A. Romano PhD, RN, FAAN
Dean and Professor
Chair of Names and Honors Committee



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SOUTHERN REGION OFFICE
2787 WINFIELD SCOTT ROAD, SUITE 220, BLDG 2398
JBSA FORT SAM HOUSTON, TX 78234-7679
usuhs.edu



7 May 2020

Memorandum for: President, Uniformed Services University of the Health Sciences

From: Senior Vice President, University Programs, Southern Region

Subject: Exceptional Service Award for Brig Gen (Retired) Charles E. Potter

It is my great privilege to recommend Charles E. Potter for the Exceptional Service Award in recognition of his service as Assistant Vice President, University Programs, Southern Region. He has served with great distinction in his position since August 2017.

During his tenure, Brig Gen Potter, an experienced and talented senior medical service corps leader, provided expert guidance and expertise for the USU Southern Region, the Postgraduate Dental College and the College of Allied Health Sciences. He assured personnel, finance and administration were supported so this critical regional office, the two College Deans, and staffs could operate effectively in an era of extreme financial and organizational pressures. In particular, during this time, Brig Gen Potter's strong support was crucial as the College of Allied Health Sciences grew from a concept into the vital organization it now is supporting thousands of Military Health System trainees per year, greatly enhancing their readiness and ability to operate with full certification while attaining college credit.

Brig Gen Potter was the first person to serve as the Assistant VP for the USU Southern Region, and the Southern Region, the Postgraduate Dental College, College of Allied Health Sciences, the University, and the Military Health System have all benefited from his extraordinary commitment and superlative efforts. Thank you for considering Chuck for this well-deserved honorary award.

Thomas W. Travis, MD, MPH
Senior Vice President, University Programs
Southern Region

UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

EXCEPTIONAL SERVICE AWARD

CITATION

Brig Gen (Retired) Charles E. Potter is recognized for exceptional service as Assistant Vice President for University Programs, Uniformed Services University of the Health Sciences, Southern Region. During his tenure, Brig Gen Potter, an experienced and talented senior medical service corps leader, provided expert guidance and support to the USU Southern Region, the Postgraduate Dental College and the College of Allied Health Sciences. He assured personnel, finance and administration were reinforced and sustained so this critical regional office, the two College Deans, and their staffs could operate effectively in an era of extreme financial and organizational pressures. In particular, during this time, Brig Gen Potter's strong support was crucial as the College of Allied Health Sciences grew from a concept into the vital organization it now is, supporting thousands of Military Health System trainees per year, greatly enhancing their readiness and ability to operate with full certification while attaining college credit. Brig Gen Potter was the first person to serve as the Assistant VP for the USU Southern Region, and the Southern Region, the Postgraduate Dental College, College of Allied Health Sciences, the University, and the Military Health System have all benefitted from his extraordinary commitment and superlative efforts. In recognition of these significant accomplishments, the Board of Regents is pleased to award the Exceptional Service Award to Brig Gen (Retired) Charles E. Potter.

Richard W. Thomas, MD, DDS, FACS
President



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

DANIEL K. INOUE GRADUATE SCHOOL OF NURSING
4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



8 July 2020

msj 7-13-2020
MEMORANDUM FOR THE PRESIDENT, USU

THROUGH: USU BOARD OF REGENTS *John Wood*

SUBJECT: Exceptional Service Award for Col Jay Graver

The USU Names and Honors Committee fully supports the presentation of the Exceptional Service Award to Col Graver for his many years of distinguished service to the Military Health System and the Uniformed Services University as Dean for the Air Force Dental College.

Thank you for your consideration.

Carol A Romano

Carol A. Romano PhD, RN, FAAN
Dean and Professor
Chair of Names and Honors Committee



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

POSTGRADUATE DENTAL COLLEGE
2787 WINFIELD SCOTT RD., SUITE 220
JBSA FORT SAM HOUSTON, TX 78234-7510
www.usuhs.edu



23 June 2020

MEMORANDUM FOR PRESIDENT, UNIFORMED SERVICES UNIVERSITY

THROUGH: CHAIR, USU BOARD OF REGENTS *John Wood*
CHAIR, USU NAMES AND HONORS COMMITTEE

SUBJECT: Exceptional Service Award for Colonel Jay D. Graver

In accordance with USU Instruction 1432, please find the attached nomination for Colonel Jay Graver to receive the Exceptional Service Award. Col Graver fulfills the requirements of the award, having provided exceptionally meritorious service which is of major significance to USU.

Col Graver was appointed to the Postgraduate Dental College (PDC) faculty in 2016 as an Associate Professor of Prosthodontics, while serving as the Director of Dental Operations for the Air Force Medical Operations Agency. In 2017, he was appointed as Dean of the Air Force Postgraduate Dental School. He has had a profound effect on Air Force dentistry and the USU through his service to the PDC. His impact on military dentistry will only expand as he transitions to his next assignment as the inaugural Chief of the Dental Clinical Management Team for the Defense Health Agency. The justification and proposed citation for this award are attached.

Respectfully request endorsement of the ESA for Col Graver.

SCHNEID.THOMAS
S.R.1028588689

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Date: 2020.06.23 13:57:35 -05'00'

THOMAS R. SCHNEID, DMD, MS
Executive Dean, Postgraduate Dental College

NARRATIVE JUSTIFICATION
EXCEPTIONAL SERVICE AWARD
TO
COLONEL JAY D. GRAVER
UNITED STATES AIR FORCE

Colonel Jay Graver served as Dean of the Air Force Postgraduate Dental School (AFPDS) from 2017 through 2020. Initially serving as Associate Dean for the AFPDS and as an Associate Professor of Prosthodontics, Col Graver was an ardent supporter of the Military Graduate Dental Education (GDE) - Uniformed Services University of the Health Sciences (USU) partnership. He had a profound impact on the Postgraduate Dental College (PDC) as he championed initiatives and process development toward joint GDE curricula opportunities through the use of Distance Learning that were based on Commission on Dental Accreditation (CODA) standards. During his tenure as Dean, Colonel Graver's commitment and contributions to the USU PDC mission have been nothing short of remarkable.

One of his first acts as Dean was to lead highly successful accreditation reviews by CODA for the USU Branch Campus at JBSA Lackland. Dean Graver annually led more than 200 faculty members, 65 certificate students, and 50 Air Force, Army, Navy, and Canadian Forces Masters of Science (MS) degree students in 17 different residency programs at 12 different military locations. As a result, his strong but compassionate leadership resulted in the graduation of 69 residents that were awarded USU MS in Oral Biology degrees, representing 40% of the AFPDS graduates since the inception of the PDC. He seized on the opportunity to expand the USU-AF affiliation by incorporating one additional MS degree program with the University; the periodontics residency at Joint Base San Antonio (JBSA), while sustaining excellence within existing programs. He authored a CODA Substantive Change Request (SCR) that ensured all regulatory and educational requirements were met and the University's accreditation with the Middle States Commission on Higher Education (MSCHE) remained unblemished. However, he also demonstrated unvarnished leadership in making difficult but mission-focused decisions by facilitating the closure of two AF-USU residency programs at Keesler Air Force Base in order to consolidate the AFPDS education platform to the USU Branch Campus at JBSA, Lackland TX. This action eliminated redundancies within the AFPDS training portfolio. Dean Graver ensured the implementation of this action without negative impact on the University's accreditation by coordinating with USU and ensuring accreditation-required SCRs and Teach-out plans were submitted to both programmatic and institutional accrediting agencies.

Dean Graver consistently provided exemplary support and service to the USU. He willingly provided advice and counsel from his perspective as a seasoned MHS leader and expert in the area of GDE, shaping discussions of critical strategic and operational issues. He was a key contributor to the PDC's Strategic Plan and ensured the alignment of PDC priorities with the

USU Strategic Plan and Military Health System priorities. He provided representation for the AFPDS and PDC Committees on Appointment and Promotions, the USU Faculty Senate, USU Inter-professional Education Committee, USU Business/Academic/Research Computing Working Group, and personally served as a member of the Search Committee for the PDC Associate Dean for Faculty Affairs. Furthermore he supported training for SOM, GSN, and PDC students in the Military Contingency Medicine Course, the Bushmaster Field Exercise, and Military Field Practicum 101, through securing participation by faculty and residents from Joint Base Andrews general dental residency.

As a strong advocate for PDC participation in USU Faculty Development initiatives, Dean Graver planned and organized the 2020 Federal Services Dental Educators' Workshop, scheduled to be held at USU for over 100 Army, Navy, Air Force, USPHS, and Canadian dental educators. Unfortunately, the Workshop was cancelled due to the COVID-19 pandemic. However, his plans to advance an aggressive agenda focused on key strategic issues involving opportunities for joint education and training promise to serve as the template for the 2021 workshop. In addition, he supported the nomination of a senior AF educator for advanced faculty development training in the USU FOCUS training program, with that member going on to become an interdisciplinary member of the USU faculty development team. Dean Graver also championed the concept of USU sponsorship for faculty leadership training by the American Dental Education Association that enabled tri-service participation for five consecutive years, including virtual participation for 2020. He also supported the participation of numerous AF educators in the School of Medicine (SOM) Academic Leadership training course and personally earned a USU faculty development certificate by attending and completing that same training.

Dean Graver worked tirelessly with the PDC and his Army/Navy counterparts to advance collaboration and jointness between the 3 Service Schools within the PDC. He became the first of the 3 Services to incorporate other Service representatives on AFPDS residency selection boards. In addition, he led the participation in joint training efforts by annually including Army, Navy, and when possible, USPHS and Canadian Forces students in Air Force residencies. Furthermore, he exhibited strong support for co-location of the 3 Service residency selection boards, championed opportunities for inter-service training to maximize use of available billets, and introduced the concept of inter-service staffing models. And lastly, he spearheaded discussions between the PDC leadership and the Army Dean to consider future needs for USU Distance Learning support to consolidate and standardize applicable curricular components.

Dean Graver significantly elevated the AF research program. He consistently advocated a strong dental presence at the Military Health System Research Symposium and was instrumental in helping secure a dental-specific session during the regular agenda for the 2020 meeting. He increased research quality and publication numbers for resident research, as evident by multiple publications featured as cover articles on prominent peer-reviewed journals. He fostered partnerships between military and civilian communities through support of San Antonio Military Health System and University Research Forum, where thirty residents provided oral and poster presentations. In addition, he supported the research for the 2018 AF resident judged as best

among the graduating class, who then went on to earn the 2019 USU Dr. Patrick D. Sculley Board of Regents Award. Most notably, he championed alignment of resident research with Department of Defense priorities and worked with the PDC Associate Dean for Dental Research to develop the first PDC research-focused capabilities based assessment and gap analysis.

To further exemplify his leadership, he led the AFPDS response to the COVID-19 pandemic by prioritizing student/faculty/staff safety, rapidly implementing Distance Learning for didactic education, and coordinating well-planned, residency-specific reports to CODA, ensuring program accreditation was maintained and on-time graduation for the class of 2020. He provided consistent updates for coordination with MSCHE. Furthermore, Dean Graver flawlessly planned and executed the first-ever, AFPDS alternative format graduation exercises during restricted conops due to the COVID-19 pandemic and assured those earning awards and degrees were appropriately recognized. Furthermore, he maintained currency on critical national dental education issues, through participation in the American Dental Education Association Council of Deans' teleconferences and symposia.

Dean Graver has exemplified a consistent record of leadership and superior sustained performance, with unparalleled service and mission support. He has nurtured the growth of the next generation of Air Force and Tri-Service Dental Corps leaders while assuring adherence to the highest standards of quality in didactics, clinical practice, and research. There has been no greater advocate or ambassador for the students, faculty, and the educational mission. Col Graver's keen insights and wise counsel have been critical to the maturation and success of the PDC. He has truly set the highest standards against which future PDC Deans will be measured.

CITATION TO ACCOMPANY THE AWARD OF
EXCEPTIONAL SERVICE AWARD

TO

COLONEL JAY D. GRAVER
UNITED STATES AIR FORCE

Colonel Jay Graver is recognized for exceptional service as Dean of the Air Force Postgraduate Dental School (AFPDS) from August 2017 to August 2020. During that time, he annually led 200 faculty and 50 students in 7 specialty residencies, conferring a total of 69 Masters of Science degrees. He provided key contributions to the University by assuring dental presence and support for the Bushmaster Exercise, Military Field Practicum 101, and the Military Contingency Medicine Course. Dean Graver displayed visionary leadership by initiating inter-service discussions for implementing distance learning to standardize applicable curricular components. Furthermore, Dean Graver worked tirelessly to advance collaboration and jointness by maximizing the use of available training slots among his Army and Navy colleagues, while advocating for joint resident selection boards and inter-service staffing models. In addition, his mission-focused leadership successfully guided the AFPDS during the COVID-19 pandemic, ensuring accreditation was sustained with on-time graduation and proper recognition for the class of 2020. Colonel Graver's accomplishments are in keeping with the highest standards of the University and reflect great credit on him, the Postgraduate Dental College and the Uniformed Services University of the Health Sciences.

Jonathan Woodson
Chair, Board of Regents

Richard W. Thomas
President

TAB 11

Degree Conferrals

Hébert School of Medicine



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



June 26, 2020

MEMORANDUM FOR: PRESIDENT, USUHS

THROUGH: CHAIR, BOARD OF REGENTS

THROUGH: DEAN, SCHOOL OF MEDICINE *Cuth/Kellerman*

SUBJECT: Conferral of Graduate Degrees

The following Graduate Education students are scheduled to complete their respective programs on August 4, 2020 and have met all the academic requirements for graduation. The Associate Dean requests that the President, USUHS, award the following students their respective Master of Science in Public Health and Doctor of Philosophy degrees.

Master of Science in Public Health candidates:

Lynnea K. Jensen, Department of Preventive Medicine and Biostatistics
Roberto Sanchez Perez, Department of Preventive Medicine and Biostatistics

Doctor of Philosophy candidates:

Sofia C. Da Silva, Emerging Infectious Diseases Graduate Program
Katrina D. Powell, Department of Medical and Clinical Psychology

Saibal Dey, PhD
Associate Dean for Graduate Education

Approved / Not Approved

Richard W. Thomas, MD, DDS, FACS
President



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



June 26, 2020

MEMORANDUM FOR RICHARD W. THOMAS, MD, DDS, FACS, PRESIDENT, USUHS

Through: Chair, Board of Regents

SUBJECT: Certification of Graduate Student

The graduate student listed below is presented for certification to receive the Master of Science in Public Health degree effective upon your approval:

Lynnea K. Jensen

MASTER OF SCIENCE IN PUBLIC HEALTH

Department of Preventive Medicine and Biostatistics

Attached is the candidate's certification of successful completion of the Final Examination. Also attached are the Thesis Approval Form, the certification of authorized use of Copyrighted materials, Thesis Title Page, Thesis Abstract, and Curriculum Vitae.

Arthur L. Kellermann, MD, MPH
Dean, USUHS, School of Medicine

Attachments:
As stated



UNIFORMED SERVICES UNIVERSITY, SCHOOL OF MEDICINE GRADUATE PROGRAMS
Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



**FINAL EXAMINATION/ PRIVATE DEFENSE FOR THE DEGREE OF MASTER OF SCIENCE IN
PUBLIC HEALTH IN THE DEPARTMENT OF PREVENTIVE MEDICINE AND BIOSTATISTICS**

Name of Student: MAJ Lynnea Jensen

Date of Examination: June 11, 2020

Time: 10:00 AM

Place: Online Meeting

DECISION OF EXAMINATION COMMITTEE MEMBERS:

PASS

FAIL

SHARP.JON.MATT
HEW.1265823811

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3811
Date: 2020.06.11 13:42:02 -04'00'



MAJ Jon Sharp
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Chair

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ARRY.1014173257

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3257
Date: 2020.06.11 14:46:40 -04'00'



Dr. Alex H. Stubner
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Thesis Advisor

James J.
English

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J. English
Date: 2020.06.11
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Dr. James English
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member

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AS.C.1063295287

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287
Date: 2020.06.11 15:10:16 -04'00'



Dr. Nicholas C. Schaal
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member

DUNFORD.JAMES
CHRISTOPHER.12
74626549

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DUNFORD.JAMES.CHRISTOPH
ER.1274626549
Date: 2020.06.11 15:22:16 -04'00'



Dr. James Dunford
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member



UNIFORMED SERVICES UNIVERSITY, SCHOOL OF MEDICINE GRADUATE PROGRAMS
Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



APPROVAL FOR THE MASTER OF SCIENCE IN PUBLIC HEALTH THESIS IN THE DEPARTMENT
OF PREVENTIVE MEDICINE AND BIOSTATISTICS

Title of Thesis: "Permethrin: An Assessment of Exposure During a Military Uniform Mass Spray
Application"

Name of Candidate: MAJ Lynnea Jensen
Master of Science in Public Health
June 11, 2020

THESIS AND ABSTRACT APPROVED:

DATE:

SHARP JON MATT
HEW.1265823811
Digitally signed by
SHARP JON MATTHEW.126582
3811
Date: 2020.06.17 11:19:13 -0400

17 June, 2020

MAJ Jon Sharp
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Chair

STUBNER.ALEX.H
ARRY.1014173257
Digitally signed by
STUBNER.ALEX.HARRY.101417
3257
Date: 2020.06.17 11:26:27 -0400

17 June 2020

Dr. Alex H. Stubner
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Thesis Advisor

James J.
English
Digitally signed by James
J. English
Date: 2020.06.17
11:47:24 -0400

17 June 2020

Dr. James English
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member

SCHAAL.NICHOLAS.C
AS.C.1063295287
Digitally signed by
SCHAAL.NICHOLAS.C.1063295
287
Date: 2020.06.17 14:04:18 -0400

17 Jun 2020

Dr. Nicholas C. Schaal
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member

DUNFORD.JAMES.
CHRISTOPHER.12
74626549
Digitally signed by
DUNFORD.JAMES CHRISTOPH
ER.1274626549
Date: 2020.06.17 15:46:36 -0400

17 June 2020

Dr. James Dunford
DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member

The author hereby certifies that the use of any copyrighted material in the thesis manuscript entitled:

“Permethrin: An Assessment of Exposure During a Military Uniform Mass Spray Application”

is appropriately acknowledged and, beyond brief excerpts, is with the permission of the copyright owner.

JENSEN.LYNNEA.
KRISTIN.1251033
672

Digitally signed by
JENSEN.LYNNEA.KRISTIN.1251033
672
Date: 2020.06.24 15:44:31 -04'00'

Lynnea K. Jensen
MSPH PMB
Uniformed Services University
19 June 2020

Permethrin: An Assessment of Exposure During a Military Uniform Mass Spray
Application

by
Lynnea K. Jensen

Thesis submitted to the Faculty of the
Preventive Medicine and Biostatistics Graduate Program
Uniformed Services University of the Health Sciences
In partial fulfillment of the requirements for the degree of
Master of Science in Public Health 2020



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



June 26, 2020

MEMORANDUM FOR RICHARD W. THOMAS, MD, DDS, FACS, PRESIDENT, USUHS

Through: Chair, Board of Regents

SUBJECT: Certification of Graduate Student

The graduate student listed below is presented for certification to receive the Master of Science in Public Health degree effective upon your approval:

Roberto Sanchez Perez

MASTER OF SCIENCE IN PUBLIC HEALTH

Department of Preventive Medicine and Biostatistics

Attached is the candidate's certification of successful completion of the Final Examination. Also attached are the Thesis Approval Form, the certification of authorized use of Copyrighted materials, Thesis Title Page, Thesis Abstract, and Curriculum Vitae.

Arthur L. Kellermann, MD, MPH
Dean, USUHS, School of Medicine

Attachments:
As stated



UNIFORMED SERVICES UNIVERSITY, SCHOOL OF MEDICINE GRADUATE PROGRAMS
Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



**FINAL EXAMINATION/ PRIVATE DEFENSE FOR THE DEGREE OF MASTER OF SCIENCE IN
PUBLIC HEALTH IN THE DEPARTMENT OF PREVENTIVE MEDICINE AND BIOSTATISTICS**

Name of Student: MAJ Roberto Sanchez Perez

Date of Examination: June 5, 2020

Time: 10:00 AM

Place: Online Meeting

DECISION OF EXAMINATION COMMITTEE MEMBERS:

PASS

FAIL

MAJ Jon Sharp

DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Chair

X

WHITAKER.WILLIAM.D
OUGLAS.1132436190

Digitally signed by
WHITAKER.WILLIAM.D
90
Date: 2020.06.09 17:48:27 -04'00'

X

LTC William Whitaker

DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Thesis Advisor

STUBNER.ALEX.HA
RRY.1014173257

Digitally signed by
STUBNER.ALEX.HARRY.1014173257
Date: 2020.06.09 13:00:02 -04'00'

X

Dr. Alex H. Stubner

DEPARTMENT OF PREVENTIVE MEDICINE & BIOSTATISTICS
Committee Member



UNIFORMED SERVICES UNIVERSITY, SCHOOL OF MEDICINE GRADUATE PROGRAMS
Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



**APPROVAL FOR THE MASTER OF SCIENCE IN PUBLIC HEALTH THESIS IN THE DEPARTMENT
OF PREVENTIVE MEDICINE AND BIostatISTICS**

**Title of Thesis: "INVESTIGATION OF HOW TEMPERATURE AND HOLDING TIME AFFECT
THE CONCENTRATION OF PERCHLOROETHYLENE IN WATER QUALITY SAMPLES"**

Name of Candidate: MAJ Roberto Sanchez Perez
Master of Science in Public Health
June 5, 2020

THESIS AND ABSTRACT APPROVED:

DATE:

SHARP.JON.MATT Digitally signed by
HEW.1265823811 SHARP.JON.MATTHEW.126582
3811
Date: 2020.06.19 11:13:43 -04'00'

19 June, 2020

MAJ Jon Sharp
DEPARTMENT OF PREVENTIVE MEDICINE & BIostatISTICS
Committee Chair

WHITAKER.WILLIAM Digitally signed by
M.DOUGLAS.11324 WHITAKER.WILLIAM.DOUGLAS
1132436190
Date: 2020.06.19 11:17:49 -04'00'

19 June 2020

LTC William Whitaker
DEPARTMENT OF PREVENTIVE MEDICINE & BIostatISTICS
Thesis Advisor

STUBNER.ALEX.H Digitally signed by
ARRY.1014173257 STUBNER.ALEX.HARRY.101417
3257
Date: 2020.06.19 13:36:40 -04'00'

19 June 2020

Dr. Alex H. Stubner
DEPARTMENT OF PREVENTIVE MEDICINE & BIostatISTICS
Committee Member

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Investigation of how Temperature and Holding Time Affect the Concentration of
Perchloroethylene in Water Quality Samples

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Roberto Sanchez Perez
MSPH, PMB
Uniformed Services University
06/18/2020

DISCLAIMER

The views presented here are those of the author and are not to be construed as official or reflecting the views of the Uniformed Services University of the Health Sciences, the Department of Defense or the U.S. Government.

INVESTIGATION OF HOW TEMPERATURE AND HOLDING TIME AFFECT THE
CONCENTRATION OF PERCHLOROETHYLENE IN WATER QUALITY SAMPLES

by

MAJ Roberto Sanchez Perez

Thesis submitted to the Faculty of the
Preventive Medicine and Biostatistics Graduate Program
Uniformed Services University of the Health Sciences
In partial fulfillment of the requirements for the degree of
Masters of Science in Public Health 2020



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

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BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



June 26, 2020

MEMORANDUM FOR RICHARD W. THOMAS, MD, DDS, FACS, PRESIDENT, USUHS

Through: Chair, Board of Regents

SUBJECT: Certification of Graduate Student


The graduate student listed below is presented for certification to receive the Doctor of Philosophy degree effective upon your approval:

Sofia C. Da Silva

DOCTOR OF PHILOSOPHY

Emerging Infectious Diseases Graduate Program

Attached is the candidate's certification of successful completion of the Final Examination. Also attached are the Dissertation Approval Form, certification of authorized use of Copyrighted materials, Dissertation Title Page, Dissertation Abstract, and Curriculum Vitae.


Arthur L. Kellermann, MD, MPH
Dean, USUHS, School of Medicine

Attachments:
As stated



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SCHOOL OF MEDICINE GRADUATE PROGRAMS

Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



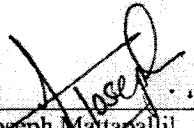
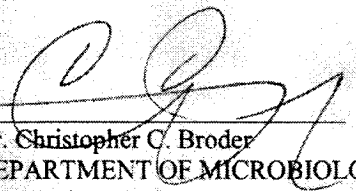
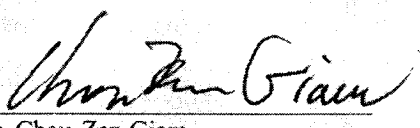

FINAL EXAMINATION/PRIVATE DEFENSE FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN THE EMERGING INFECTIOUS DISEASES GRADUATE PROGRAM

Name of Student: Sofia Da Silva

Date of Examination: April 28, 2020

Time: 2:00 PM

DECISION OF EXAMINATION COMMITTEE MEMBERS:

	PASS	FAIL
 Dr. Joseph Mattapallil DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY Committee Chairperson	X	
 Dr. Christopher C. Broder DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY Dissertation Advisor	X	
 Dr. Chou-Zen Giam DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY Committee Member	X	
 Dr. Jonathan Epstein ECOHEALTH ALLIANCE, NEW YORK, NY Committee Member	X	



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SCHOOL OF MEDICINE GRADUATE PROGRAMS

Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



**APPROVAL OF THE DOCTORAL DISSERTATION IN THE EMERGING
INFECTIOUS DISEASES GRADUATE PROGRAM**

Title of Dissertation: "Studies on the Fusion and Attachment Envelope Glycoproteins of *Mojiang henipavirus*: Function, Structure and Serologic Applications in Rodents"

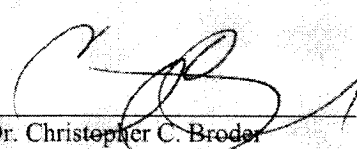
Name of Candidate: Sofia Da Silva
Doctor of Philosophy Degree
April 28, 2020

DISSERTATION AND ABSTRACT APPROVED:

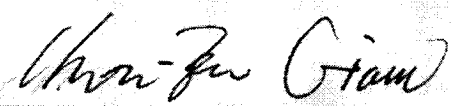
DATE:


Dr. Joseph M. Mattapallil
DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY
Committee Chairperson

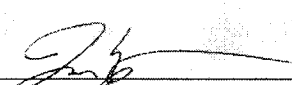
4/30/2020


Dr. Christopher C. Broder
DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY
Dissertation Advisor

05-27-2020


Dr. Chou-Zen Giam
DEPARTMENT OF MICROBIOLOGY & IMMUNOLOGY
Committee Member

4-30-2020


Dr. Jonathan Epstein
ECOHEALTH ALLIANCE, NEW YORK, NY
Committee Member

4/29/2020

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“Studies on the Fusion and Attachment Envelope Glycoproteins of *Mojiang henipavirus*: Function, Structure and Serologic Applications in Rodents”

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A handwritten signature in black ink, appearing to read 'Sofia Cheliout', written over a horizontal line.

Sofia Cheliout Da Silva

August 4, 2020

STUDIES ON THE FUSION AND ATTACHMENT ENVELOPE GLYCOPROTEINS
OF MOJIANG HENIPAVIRUS: FUNCTION, STRUCTURE AND SEROLOGIC
APPLICATIONS IN RODENTS

by

Sofia Cheliout Da Silva

Dissertation submitted to the Faculty of the
Emerging Infectious Disease Graduate Program of the
Uniformed Services University of the Health Sciences
F. Edward Herbert School of Medicine
In partial fulfillment of the requirements for the degree of
Doctor of Philosophy 2020



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

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BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



June 26, 2020

MEMORANDUM FOR RICHARD W. THOMAS, MD, DDS, FACS, PRESIDENT, USUHS

Through: Chair, Board of Regents

SUBJECT: Certification of Graduate Student

The graduate student listed below is presented for certification to receive the Doctor of Philosophy degree effective upon your approval:

Katrina D. Powell

DOCTOR OF PHILOSOPHY

Department of Medical and Clinical Psychology

Attached is the candidate's certification of successful completion of the Final Examination. Also attached are the Dissertation Approval Form, certification of authorized use of Copyrighted materials, Dissertation Title Page, Dissertation Abstract, and Curriculum Vitae.

Arthur L. Kellermann, MD, MPH
Dean, USUHS, School of Medicine

Attachments:
As stated



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SCHOOL OF MEDICINE GRADUATE PROGRAMS

Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



FINAL EXAMINATION/PRIVATE DEFENSE FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN THE DEPARTMENT OF MEDICAL AND CLINICAL PSYCHOLOGY

Name of Student: Katrina Danielle Powell

Date of Examination: December 17, 2019


Time: 9:00 AM

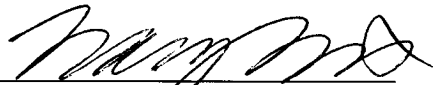
Place: Room A2074

DECISION OF EXAMINATION COMMITTEE MEMBERS:


PASS

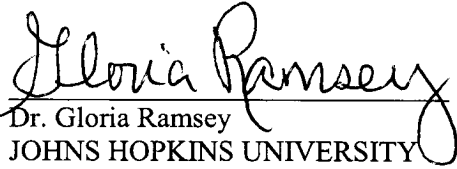
FAIL


Dr. Marian Tanofsky-Kraff
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Committee Chairperson


Dr. Tracy Sbrocco
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Dissertation Advisor


Dr. Michele Carter
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Committee Member


Dr. Noemi Enchautegui de Jesus
DEPARTMENT OF PSYCHOLOGY, AMERICAN UNIVERSITY
Committee Member


Dr. Gloria Ramsey
JOHNS HOPKINS UNIVERSITY
Committee Member



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

SCHOOL OF MEDICINE GRADUATE PROGRAMS

Graduate Education Office (A 1045), 4301 Jones Bridge Road, Bethesda, MD 20814



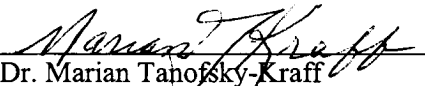
APPROVAL OF THE DOCTORAL DISSERTATION IN THE DEPARTMENT OF MEDICAL AND CLINICAL PSYCHOLOGY

Title of Dissertation: "The Impact of the "Strong Black Woman" Schema, Stigma, and Discrimination on Formal Mental Health Help-Seeking Intentions Among Modern-Day Black Women"


Name of Candidate: Katrina Danielle Powell
Doctor of Philosophy Degree
December 17, 2019

DISSERTATION AND ABSTRACT APPROVED:

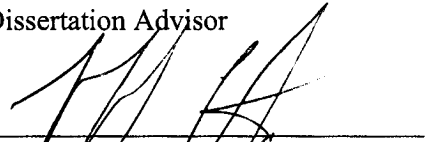
DATE:


Dr. Marian Tahofsky-Kraff
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Committee Chairperson

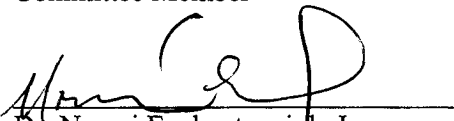
5-8-20


Dr. Tracy Sbrocco
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Dissertation Advisor

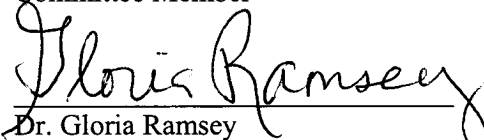
5-8-20


Dr. Michele Carter
DEPARTMENT OF MEDICAL & CLINICAL PSYCHOLOGY
Committee Member

5-8-20


Dr. Noemi Enchautegui de Jesus
DEPARTMENT OF PSYCHOLOGY, AMERICAN UNIVERSITY
Committee Member

5-8-20


Dr. Gloria Ramsey
JOHNS HOPKINS UNIVERSITY
Committee Member

5/8/20

The author hereby certifies that the use of any copyrighted material in the thesis manuscript entitled:

“The Impact of the “Strong Black Woman” Schema, Stigma, and Discrimination on Professional
Mental Health Help-Seeking Intentions Among Modern-Day Black Women”

is appropriately acknowledged and, beyond brief excerpts, is with the permission of the copyright owner.

A handwritten signature in black ink, appearing to read 'KDP', is positioned above the printed name.

Katrina D. Powell
Department of Medical and Clinical Psychology
Uniformed Services University
14 May 2020

The Impact of the “Strong Black Woman” Schema, Stigma, and Discrimination on
Professional Mental Health Help-Seeking Intentions Among Modern-Day Black Women

by

Katrina D. Powell

Dissertation submitted to the Faculty of the
Medical Psychology Graduate Program
Uniformed Services University of the Health Sciences
In partial fulfillment of the requirements for the degree of
Doctor of Philosophy 2020

Tab 12

Degree Conferrals

Postgraduate Dental College



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

POSTGRADUATE DENTAL COLLEGE
SOUTHERN REGION OFFICE
2787 WINFIELD SCOTT ROAD, SUITE 220
JBSA FORT SAM HOUSTON, TEXAS 78234-7510
<https://www.usuhs.edu/pdc>



6 July 2020

MEMORANDUM FOR: PRESIDENT, USUHS

THROUGH: BOARD OF REGENTS

SUBJECT: Certification of Postgraduate Dental Student

The Postgraduate Dental College student listed below completed his program of instruction by June 30, 2020. It is requested that the Executive Dean be authorize to award the Master of Science in Oral Biology degree based upon the successful completion of program requirements. The 2020 Postgraduate Dental College student and his research project is listed below:

**Naval Postgraduate Dental School
Navy Medicine Professional Development Center
Bethesda, MD**

PROSTHODONTICS

CDR Robert G. Holmes, DC, USN – Marginal Fit and Clinical Relevance of CEREC Crowns at Different Interproximal Finish Line Curvatures

If requested by the Board, copies of the research manuscript will be made.

Respectfully,

Thomas R. Schneid, MD, MS
Executive Dean and Professor
Postgraduate Dental College

TAB 13

Degree Conferrals

College of Allied Health Sciences



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

COLLEGE OF ALLIED HEALTH SCIENCES
2787 WINFIELD SCOTT ROAD, BLDG 2398
JBSA FT. SAM HOUSTON, TEXAS 78234



MEMORANDUM FOR PRESIDENT UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

THROUGH: BOARD OF REGENTS

SUBJECT: College of Allied Health Sciences (CAHS) Graduates

The College of Allied Health Sciences' students identified on page two through four of this document are projected to complete the indicated program, meeting all academic, clinical and scholarly requirements to graduate in August 2020, for the degree indicated. The Dean, CAHS, requests the President of the Uniformed Services University of the Health Sciences, award the following students the Associate or Bachelors of Science in Health Sciences degree, as listed, pending completion of degree requirements.

Lula Westrup Pelayo. Ph.D., RN, FAAN
Chief Academic Officer and Dean, CAHS

Richard W. Thomas, MD, DDS, FACS
President

Approved / Not Approved _____
Date

College of Allied Health Sciences Projected Graduates – August 2020

Last Name	First Name	Initial	Branch	Rank	Degree	Program/Major
Adams	Joanna	F.	Army	E-4	ASHS	EMS Paramedic
Armenta-Herrera	Efren		Air Force	E-4	BSHS	Nuclear Medicine Technician
Armstrong	Andrew	J.	Army	E-4	ASHS	Medical Laboratory Technician
Bailey	Brianna	E.	Navy	E-5	BSHS	Public Health
Bao	Di Yi		Army	E-5	BSHS	Cytotechnology
Barba	Edward	J.	Army	E-4	ASHS	Radiology Technologist
Carrano	Sergio	G.	Air Force	E-5	BSHS	Nuclear Medicine Technician
Clark	Jasmin		Army	E-6	ASHS	Education & Training Administration & Leadership
Cortez Hernandez	Andres		Army	E-4	BSHS	Medical Laboratory Technician
Cuthbert	Clare	C.	Army	E-4	BSHS	Medical Laboratory Technician
Daley	Richard		Navy	E-5	ASHS	Public Health
Dang	Trealian	D.	Army	E-3	BSHS	Medical Laboratory Technician
Daugherty	McKenna	L.	Army	E-3	ASHS	Medical Laboratory Technician
Epps	Madeline	C.	Army	E-3	ASHS	Medical Laboratory Technician
Fleetwood	Sarah		Army	E-3	ASHS	Public Health
Ford	Doreenkay	M.	Army	E-5	ASHS	Public Health
Fowler	Lee	E.	Army	E-4	BSHS	Medical Laboratory Technician
Fox	Bailey	L.	Army	E-1	ASHS	Radiology Technologist
Gaete-Saez	Christian	A.	Army	E-4	BSHS	Medical Laboratory Technician
Geiss	Julia	M.	Army	E-5	BSHS	Nuclear Medicine Technician
Gregg	Michael	M.	Army	E-5	ASHS	EMS Paramedic
Gyergyek	Robert	A.	Air Force	E-5	BSHS	Nuclear Medicine Technician
Harper	John	L.	Army	E-6	ASHS	Education & Training Administration & Leadership
Hemmer	Nathaniel	B.	Army	E-5	BSHS	Cytotechnology
Henry	Matthieu	C.	Army	E-3	ASHS	Radiology Technologist
James	Mercedez	C.	Navy	E-2	ASHS	Medical Laboratory Technician

Johnson	Stephen	L.	Navy	E-5	ASHS	Education & Training Administration & Leadership
Knox	Felicia	A.	Navy	E-5	ASHS	Education & Training Administration & Leadership
Long	Jared	A.	Army	E-4	BSHS	Cytotechnology
Lopez	Javier	G.	Army	E-2	ASHS	Medical Laboratory Technician
Longoria	Stephen	R.	Army	E-5	ASHS	EMS Paramedic
Lucas-Tzun	Luis	J.	Army	E-4	BSHS	Medical Laboratory Technician
Marfil	Adrian	F.	Army	E-7	ASHS	Education & Training Administration & Leadership
Markham	Jessica	A.	Army	E-4	ASHS	Radiology Technologist
Maxwell	Reynaldo	A.	Army	E-4	BSHS	Medical Laboratory Technician
McCollam	Angela		Air Force		ASHS	Radiology Technologist
Milutin	Deborah	N.	Army	E-4	BSHS	Cytotechnology
Molina	Valentina		Navy	E-3	ASHS	Public Health
Murphy	Santana	E.	Army	E-5	BSHS	Cytotechnology
Nilsen	Lana	O.	Army	E-5	BSHS	Nuclear Medicine Technician
Paik	Do Yeon		Army	E-4	ASHS	Medical Laboratory Technician
Pecina	Juan	N.	Army	E-3	ASHS	Radiology Technologist
Penkoski	Kevin	J.	Army	E-4	BSHS	Medical Laboratory Technician
Pierce	Nessa	A.	Army	E-3	ASHS	Radiology Technologist
Purdie	Damarius	J.	Army	E-4	ASHS	Radiology Technologist
Quickley	Marcus	D.	Army	E-4	BSHS	Cytotechnology
Quickley	Taylor	N.	Army	E-4	BSHS	Cytotechnology
Quintanilla-Ruiz	Angel	A	Army	E-3	ASHS	Medical Laboratory Technician
Rangel	Leonor	L.	Army	E-3	ASHS	Public Health
Sarabia	Debbie		Navy	E-4	ASHS	Radiology Technologist
Shukairy	Noor	M.	Army	E-4	BSHS	Medical Laboratory Technician
Sponenberg	Briget	A.	Army	E-3	ASHS	Medical Laboratory Technician
Stahl	Cortney	D.	Army	E-4	BSHS	Medical Laboratory Technician
Sun	Sareth	K.	Army	E-4	ASHS	Public Health
Templin	Rachel	M.	Army	E-3	BSHS	Medical Laboratory Technician
Thompson	Christopher	K.	Army	E-4	BSHS	Medical Laboratory Technician

Trentham	Jacob	C.	Navy	E-5	ASHS	Public Health
Vasquez	Sierra	A.	Army	E-2	ASHS	Radiology Technologist
Williams	Javier	J.	Army	E-4	BSHS	Medical Laboratory Technician
Wolfe	Anahi		Army	E-5	BSHS	Nuclear Medicine Technician
Wright	Charmaine	V.	Army	E-3	BSHS	Medical Laboratory Technician
Yeboah	Effah		Army	E-3	ASHS	Public Health
Zhang	Danny		Navy	E-3	ASHS	Medical Laboratory Technician

TAB 14

Faculty Appointments and Promotions
School of Medicine



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

OFFICE OF THE DEAN
4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu



July 17, 2020

MEMORANDUM FOR BOARD OF REGENTS

SUBJECT: Faculty Appointments

The attached are recommendations made by the Committee of Appointments, Promotions and Tenure at a meeting on June 15th, 2020. In addition, the hiring search Committee of Appointments, Promotions and Tenure Equivalent recommends Barbara Knollmann-Ritschel, M.D., Jangho Yoon, Ph.D. and Kyle Petersen, D.O., for a faculty appointment per the USU Instructions 1107. I respectfully recommend that you approve these recommendations and forward them to the President of the University for further action.

Sincerely,

Arthur L. Kellermann, MD, MPH
Professor and Dean, School of Medicine

Attachments

PROPOSED FACULTY RECOMMENDATIONS

August 4th, 2020

BOR LIST

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT
<u>Primary Appointments</u> <u>(Billeted)</u>		
<i><u>FAMILY MEDICINE</u></i>		
ARNOLD, Michael CDR, MC, USN	Associate Professor Non-Tenured	Promotion/ USUHS
SERVEY, Jessica MD, MHPE	Professor Non-Tenured	Promotion/ USUHS
<i><u>MEDICINE</u></i>		
MAGGIO, Lauren PhD	Professor With Tenure	Promotion/ USUHS
<i><u>PATHOLOGY</u></i>		
KNOLLMANN-RITSCHER, Barbara MD	Professor With Tenure	Appointment/ USUHS
UPADHYAY, Geeta PhD	Associate Professor Tenure - Track	Promotion/ USUHS
<i><u>PEDIATRICS</u></i>		
SALZER, Wanda Col, USAF, MC	Associate Professor Non-Tenured	Promotion/ USUHS
<i><u>PREVENTIVE MEDICINE</u></i> <i><u>AND BIOSTATISTICS</u></i>		
PETERSEN, Kyle DO	Associate Professor Non-Tenured	Appointment/ USUHS
YOON, Jangho PhD	Associate Professor Tenure – Track	Appointment/ USUHS

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
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Primary Appointments
(Non-Billeted)

DERMATOLOGY

BANDINO, Justin Lt Col, USAF, MC	Associate Professor Non-Tenured	Promotion Hollywood Park, TX
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MEDICINE

BESHAI, John MD	Adjunct Professor Non-Tenured	Appointment/ Scottsdale, AZ
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CHEN, Grace MD, MPH	Adjunct Associate Professor Non-Tenured	Appointment/ Bethesda, MD
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JENSEN, Gail PhD	Adjunct Professor Non-Tenured	Appointment/ Omaha, NE
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MCCANN, Edward Lt Col, USAF, MC	Associate Professor Non-Tenured	Promotion/ Ft. Sam Houston, TX
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**MILITARY AND
EMERGENCY MEDICINE**

BUTLER, Bradley CDR, MC, USN	Clinical Associate Professor Non-Tenured	Appointment/ Phoenix, AZ
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DONHAM, Benjamin LTC, MC, USA	Associate Professor Non-Tenured	Promotion/ Fort Hood, TX
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NISKA, Richard MD, MPH	Associate Professor Non-Tenured	Promotion/ Silver Spring, MD
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ZIMMERMANN, Wesselius LTC, Royal Netherlands Army	Adjunct Professor Non-Tenured	Promotion/ Flevoland, Netherlands
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PEDIATRICS

ADAMS, Daniel Maj, USAF, MC	Associate Professor Non-Tenured	Promotion/ Portsmouth, VA
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BURNS, Antoinette Lt. Col, USAF, MC	Clinical Associate Professor Non-Tenured	Promotion/ Peterson AFB, CO
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CARR, Nicholas Maj, USAF, MC	Associate Professor Non-Tenured	Promotion/ Fort Sam Houston, TX
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CUNNINGHAM, Michael CDR, MC, USN	Clinical Associate Professor Non-Tenured	Promotion/ Portsmouth, VA
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DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
DEVITO, Justin MAJ, MC, USA	Clinical Associate Professor Non-Tenured	Promotion/ Portsmouth, VA
GIANMANCO, Nicole MAJ, MC, USA	Clinical Associate Professor Non-Tenured	Promotion/ Honolulu, HI
HOLLON, Justin Lt Col, USAF, MC	Clinical Associate Professor Non-Tenured	Promotion/ Portsmouth, VA
<u>PSYCHIATRY</u>		
AMIN, Rohul MAJ, MC, USA	Associate Professor Non-Tenured	Promotion/ Bethesda, MD
<u>RADIOLOGY</u>		
BAJAJ, Goal MD	Adjunct Associate Professor Non-Tenured	Appointment/ Falls Church, VA
BANKS, Kevin MD	Associate Professor Non-Tenured	Promotion/ San Antonio, TX
MARKS, Robert CDR, MC, USN	Associate Professor Non-Tenured	Promotion/ San Diego, CA
<u>SURGERY</u>		
CHAN, Rodney MD	Professor Non-Tenured	Promotion/ Fort Sam Houston, TX
COYLER, Marcus LTC, MC, USA	Professor Non-Tenured	Promotion/ Bethesda, MD
DOBI, Albert PhD	Research Associate Professor Non-Tenured	Promotion/ Bethesda, MD
DOUGHERTY, Paul MD	Adjunct Professor Non-Tenured	Appointment/ Jacksonville, FL
DOWD, Thomas LTC, MC, USA	Associate Professor Non-Tenured	Promotion/ Fort Sam Houston, TX
DUNN, John MAJ, MC, USA	Associate Professor Non-Tenured	Promotion/ El Paso, TX
ELLENBOGEN, Richard MD	Adjunct Professor Non-Tenured	Promotion/ Seattle, WA
GLASER, Jacob CDR, MC, USN	Associate Professor Non-Tenured	Promotion/ Fort Sam Houston, TX

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
HAWEYLUK, Gregory MD, PhD	Adjunct Associate Professor Non-Tenured	Appointment/ Manitoba, Canada
HELGESON, Melvin LTC, MC, USA	Professor Non-Tenured	Promotion/ Bethesda, MD
HOLCOMB, John MD	Adjunct Professor Non-Tenured	Appointment/ Birmingham, AL
JOHANNINGMAN, Jay COL, MC, USA	Professor Non-Tenured	Promotion/ San Antonio, TX
JOHNSON, Christopher LCDR, MC, USN	Associate Professor Non-Tenured	Promotion/ San Diego, CA
KELLCUT, Dwight COL, MC, USA	Clinical Professor Non-Tenured	Promotion/ Tripler AMC, HI
KING, Erica MD	Adjunct Associate Professor Non-Tenured	Appointment/ Tacoma, WA
NELSON, Daniel MAJ, MC, USA	Associate Professor Non-Tenured	Promotion/ El Paso, TX
POLFER, Elizabeth MAJ, MC, USA	Associate Professor Non-Tenured	Promotion/ El Paso, TX
RATNAYAKE, Rasnekaralage MBBS, MS	Adjunct Associate Professor Non-Tenured	Appointment/ Colombo, Sri Lanka
ROACH, Paul CAPT, MC, USN	Clinical Associate Professor Non-Tenured	Appointment/ North Chicago, IL
SHACKELFORD, Stacy Col, USAF, MC	Professor Non-Tenured	Promotion/ Fort Sam Houston, TX
SOHN, Vance LTC, MC, USA	Professor Non-Tenured	Promotion/ Tacoma, WA
SOUZA, Jason CDR, MC, USN	Associate Professor Non-Tenured	Promotion/ Bethesda, MD
STEIN, Loretta LCDR, MC, USN	Clinical Associate Professor Non-Tenured	Promotion/ Fort Belvoir, VA
STINGER, Harry MD	Adjunct Associate Professor Non-Tenured	Promotion/ Dallas, TX
VICENTE, Diego LCDR, MC, USN	Associate Professor Non-Tenured	Promotion/ San Diego, CA

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
WHITE, Joseph LTC, MC, USA	Associate Professor Non-Tenured	Promotion/ Bethesda, MD

Secondary Appointments
(Billeted)

MEDICINE

PETERSEN, Kyle DO	Associate Professor Non-Tenured	Appointment/ USUHS
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**MOLECULAR AND
CELL BIOLOGY**

HO, Vincent MD, MBA	Professor Non-Tenured	Appointment/ USUHS
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Honorary Titles

FAMILY MEDICINE

WILSON, Cindy PhD	Professor Emerita Non-Tenured	Appointment/ Bethesda, MD
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**OBSTETRICS AND
GYNECOLOGY**

HAFFNER, William MD	Professor Emeritus Non-Tenured	Appointment/ Bethesda, MD
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PEDIATRICS

KATONA, Ildy MD	Professor Emerita Non-Tenured	Appointment/ Bethesda, MD
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PROPOSED FACULTY RECOMMENDATIONS

August 4th, 2020

BOR LIST - Correction

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
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**Secondary Appointments
(Billeted)**

EMERGING INFECTIOUS
DISEASES

MATTAPALLIL, Joseph *	Professor	Promotion/
DVM, PhD	Non-Tenure	USUHS

MOLECULAR AND
CELL BIOLOGY

MATTAPALLIL, Joseph *	Professor	Promotion/
DVM, PhD	Non-Tenure	USUHS

* The secondary faculty promotions for Dr. Joseph Mattapallil in the Emerging Infectious Diseases and the Molecular and Cell Biology Interdisciplinary Program to the rank of Professor were inadvertently omitted from the May 15, 2020 BOR list.

TAB 15

Faculty Appointments and Promotions
Graduate School of Nursing



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES
DANIEL K. INOUE GRADUATE SCHOOL OF NURSING
4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
www.usuhs.edu/gsn



June 26, 2020

MEMORANDUM FOR BOARD OF REGENTS

SUBJECT: Faculty Appointments and Promotions

1. The attachment is a list of recommendations for appointments, tenure and promotions in the Daniel K. Inouye Graduate School of Nursing.
2. I recommend that you approve these recommendations and forward them to the President of the University for further action.

Carol A. Romano

Carol A. Romano, PhD, RN, FAAN
Dean and Professor

PROPOSED FACULTY RECOMMENDATIONS

August 4, 2020

BOR LIST

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
Primary Appointment (Billeted)		
<u>GRADUATE SCHOOL</u> <u>OF NURSING</u>		
MARDEN, Susan PhD	Associate Professor Tenure-track	Appointment/ USUHS
WILSON, Candy Col, USAF, NC	Associate Professor Non- Tenure	Promotion/ USUHS

TAB 16

*Faculty Appointments and Promotions
Postgraduate Dental School*



UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

POSTGRADUATE DENTAL COLLEGE
SOUTHERN REGION OFFICE
2787 WINFIELD SCOTT ROAD, SUITE 220
JBSA FORT SAM HOUSTON, TEXAS 78234-7510
<https://www.usuhs.edu/pdc>



22 June 2020

MEMORANDUM FOR BOARD OF REGENTS

SUBJECT: Faculty Appointments and Promotions, Postgraduate Dental College

Attached is the recommendation made by the Postgraduate Dental College's Committee on Appointments and Promotions (PDC CAP) held on 19 June 2020. I request that you endorse this recommendation and forward it to the President of the University for further action.

SCHNEID.THOMAS
S.R.1028588689

Digitally signed by
SCHNEID.THOMAS.R.102858868
9
Date: 2020.06.22 09:53:00
-05'00'

Thomas R. Schneid, DMD, MS
Executive Dean and Professor
Postgraduate Dental College

Attachments

PROPOSED FACULTY RECOMMENDATIONS

August 4, 2020

BOR LIST

DEPARTMENT/NAME	PROPOSED RANK	ACTION/CURRENT DUTY STATION
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**Primary Appointments
(Non-Billeted)**

ARMY POSTGRADUATE
DENTAL SCHOOL

STARK, Thomas
LTC, DC, USA

Associate Professor
Non-Tenured

Promotion/
Landstuhl, Germany

TAB 17

University President Report

USU Board of Regents

President's Report August 3, 2020

Richard W. Thomas, MD, DDS

President



Defense-Wide Review Reductions

- Last fall, CAPE targeted USU for “right sizing or elimination.” At the 31 October 2019 periodic DWR update, the SECDEF rejected the option to close USU.
- Despite that decision and the Institute for Defense Analysis (IDA) study detailing the strategic value of USU, CAPE continues to aggressively pursue closure by seeking major budget cuts to USU:
 - Operations & Maintenance (O&M) - \$10M in FY21
 - Medical Research (RDT&E) program- \$14.2M reduction in FY21 and continuing into the future

Defense-Wide Review Reductions to O&M

DWR reductions (FY21-FY25) of \$10M in FY21, and continuing, totaling \$50M over FYDP. Specifically:

- Department of Defense Medical Ethics Center (DMEC) - eliminated
- National Center for Disaster Medicine and Public Health (NCDMPH) - eliminated
- Interagency Institute for Federal Health Leaders (IAIFHL) - eliminated
- Tri-Service Nursing Research Program (TSNRP) - eliminated
- Center for Deployment Psychology (CDP) – reduced 20% in FY21

Defense-Wide Review Reductions to RDT&E

DWR reductions of \$14.1M in the FY21 President's Budget, and totaling -\$73.3M across the FYDP (FY21-FY25) and continuing. Specifically:

- Elimination of all basic research, In-House Laboratory Independent Research (ILIR) - \$4.2M dollars per year for:
 - Combat Casualty Care,
 - Infectious Disease, and
 - Military Medicine
- Reductions to Medical Technology Development research - \$10M dollars per year for:
 - Cardiac Center of Excellence 50% reduction per year
 - Pain Center of Excellence 50% reduction per year
 - Health Services Research 50% reduction per year
 - Technology Transforming the Warfighter 75% reduction per year

MILCON Project Status



Project Removed from FYDP during
FY 21 Budget Development

- \$450M lost from Med MILCON Program

Design effort, and all forward
progress, stopped unless restored to
FYDP

- Cost reduction is possible
- Potential for scope change or partial redesign, if required

Design is 65% complete

- ~\$28M in Medical MILCON invested in design and development (sunk cost)
- Environmental review completed
- Virtually “shovel ready” for construction

Way Forward?

- Project not in current FYDP
- Not being considered for inclusion in FY 22 Budget
- Per Medical MILCON Program Manager, requirement must be revalidated and/or rescope
- New requirement must subsequently re-compete in Capital Investment Decision Model process
 - Previously #6 MHS priority, #1 non-clinical priority

Present earliest completion: 2030

Project Model

- Commissioned as a visual tool to demonstrate the scope, scale and impact of investment.
 - Transformative to the Campus
 - Inspirational to current and prospective staff and students
 - Indicative of DoD commitment to Stakeholders
 - Magnet for extramural research funding
- Funded by USU (~\$25K)
- Delivered to USU 10 July.
- Located in Building A lobby



USU COVID-19 Research Highlights

- Epidemiology, Immunology and Clinical Characteristics of Emerging Infectious Diseases with Pandemic Potential (EPICC-EID)
- Adaptive COVID-19 Treatment Trial (ACTT)
- Javits Center Study
- “RESPONSE” (Rapid Evaluation and Study of the Pandemic Outbreak Nationally by Sustaining and Leveraging Prolonged Field Care Research Efforts)
 - Blood Purification Trial
 - Pulmonary Ultrasound
 - Biomarkers
- USU Faculty Join International Effort to Define Genetic Determinants of Susceptibility to Severe COVID-19 Infection
- National Center for Disaster Medicine and Public Health (NCDMPH) NDMS Study
- COVID-19 Practice Management Guides v. 1, v. 2, v. 3
- USU Student, Faculty Invent COVID-19 Protective Isolation Chamber

USU After Action Review

(Update)

1. Class of 2020 graduated early, most students not utilized by MHS
2. Wide variation within MTFs for clinical teaching, in large part because of the local determination of patient access, services available, ROM requirements
3. Extensive involvement of IDCRP in research activities with NIAID, yet partnerships with DoD institutions still a challenge as they transition
4. Some University components more COOP ready than others.
 - CIO, DLAR, FAC, LOG, Housekeeping kept the institution running safely.
 - Schools scrambled to accelerate Distance Learning platforms
 - Faculty transition to DL had varying degrees of success
 - DL lab and ETI carrying the load in the transition
 - METC/CAHS have lingering IT issues being addressed

BLUF: The military unique curriculum and acquisition of clinical skills/exposure depend greatly on the specific location, the individual faculty, and patient case mix—several factors out of our control. Resurrecting research depends on getting faculty back on campus

-----Students have been resilient, faculty and staff dedicated and committed-----

MHS After Action Review

(Update)

The MHS AAR is composed of four tasks:

1. State of readiness of the MHS for a pandemic on 1 Jan 2020 (just completed)
2. Data collection and analysis, based on input from each of the main components of the MHS (OASD(HA), DHA, the SGs and USU)
3. Face-to-Face Senior Leader AAR (20 Aug)
4. Formal report

The MHS AAR process is teasing out a number of crucial issues, including command and control, the Defense Health Plan, proposed personnel reductions, training and medical logistics.

The next Board of Regents meeting will have a detailed briefing.

COVID-19 Return to Campus

USU transitioned from Phase 0 to Phase 1 of our Return to Campus Plan on June 22 and Phase 1 to Phase 2 on July 13.

Key actions in Phase 2 are:

- Optimize telework as much as possible (determined by management review of requirements of the work to be performed)
 - protect the vulnerable population
- Restore on-campus education and research with no more than 50% staff on campus at any time (hybrid model of distance learning and in person, guided by responsibility center leadership)
- Restrict non-essential government travel per DoD and USU guidance
- Ensure accountability of personnel
- Open common areas, sanitize shared surfaces frequently
- Limit gatherings to under 50 personnel (exceptions approved by the University President)
- Library open by reservation, limit of 100 personnel at any time
- Gym open with limit of 4 individuals at any time

USU Founder's Day 2020

Friday, September 18, 2020, USU Campus

President's Leadership Series Panel Discussion - 1:00 p.m.

- Coordinated by Office of Professor of Military Sciences, panelists TBD

Student research poster session - throughout the day

- Coordinated by Dr. Martin Ottolini

Lunchtime BBQ - 11:00-1:00 p.m.

- Hosted by USU Civilian Welfare Fund (possibly Friends of USU)

Founders' Day Ceremony - 2:30 p.m.

- Inviting Dr. Deborah Birx as guest speaker

TAB 18

*Assistant Secretary of Defense
(Health Affairs) Report*

TAB 19

Hébert School of Medicine

SoM in the Era of COVID-19



BLUF

The SoM pivoted on short notice, to DL for all pre-clerkship teaching

- The 1st module was neuroscience. This bought time for others to adapt
- Sim Center, PED, FAM & PSY partnered to develop/expand “tele-OSCEs”
- Anatomy teaching shifted to prosecutions and digital images
- USMLE permitted remote administration of subject matter (“shelf”) exams

Forced recall of MS2s-4s on 17 MAR posed a major challenge

- Clinical depts responded with many DL clinical topics and elective offerings
- MS3&4 students returned to MTFs on **22 JUN**
- Faculty self-service site up and running in July

Many changes will be sustained post-COVID



ROLE of SoM's DISTANCE LEARNING LAB

The Distance Learning Lab (DLL) is part of the Center for Health Professions Education (C-HPE)

PRE-COVID PRIORITIES

- Enhancing DL offerings in Global Health
- Transitioning HPE courses online **>18 courses**
- Moving Tropical Medicine courses online **2 courses**
- Building freestanding getting started in HPE modules **>7 modules**

**COVID-19
PIVOT**



POST-COVID PRIORITIES

- Helping Module and Course Directors with converting face-to-face to DL Instruction:
 - Neuroscience
 - GI
 - Repro-Endo
 - CPR
- Develop Faculty and Student Support Services
- Build military medicine modules for HPSP students
- Offer HPE certificates (IFHPE) for medical students who are unable to be on clerkships
- Create Faculty Development Podcasts

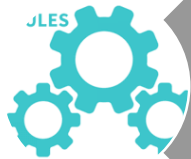
Moving Forward



Transition elements of pre-clerkship modules online
Transition elements of clerkship modules online



Continue producing faculty development podcasts for national faculty



Pilot *Intro to Military Medicine* modules for HPSP students and new GME learners



Provide orientation and support resources for current and incoming medical & graduate students



Build and enhance certificate program offerings



Quality assurance: conduct course reviews

TAB 20

Inouye Graduate School of Nursing

GSN Highlights

August 2020 BOR Meeting

Dr. Carol A. Romano, Dean, GSN

Presented by Dr. Diane Seibert, Associate Dean, Academic Affairs



GSN Activity

- **Transition to Phase 1 and 2 Return to work without disruption**
 - Telework & Online classes continue with exceptions for lab, testing, clinical exercises
- **Wellness Initiatives**
- **Research & Scholarship continue without disruption**
- **Manpower**

Education highlights

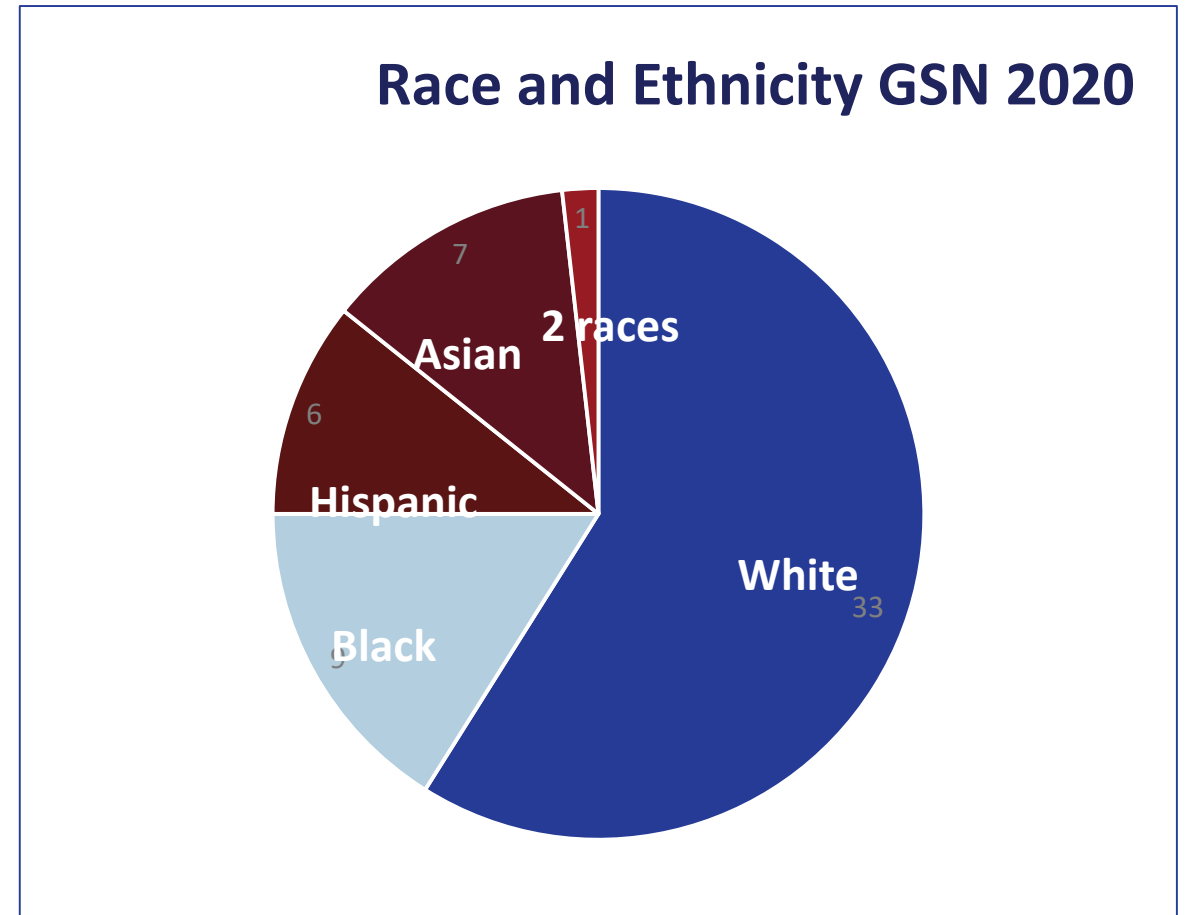
- Class of 2020 - 100% 1st time certification pass rate for all nurse anesthetists, nurse practitioners and clinical specialists
- Curriculum
 - APRN curriculum transformation positioned us very well for rapid transition to completely online delivery during the COVID pandemic
 - PhD program converted from quarters to semesters
- Multiple Collaborations
 - University of Pennsylvania (Pain & Acute Care experiences)
 - Army SAMFE trained PAs (Military Sexual Trauma course in October)
 - At MTF request, High Level Disinfection workshop to be offered on West Coast

SARS CoV-2 Impact on Student Cohorts

- **2021**
 - Numerous ETPs required
 - Faculty closely monitoring total clinical hours and experiences
- **2022**
 - Volatile clinical training environment (quarantine, clinic closures/telehealth)
- **2023**
 - Delayed arrival, likely delayed graduation
- **PhD**
 - Significant challenges for students in dissertation phase

Admissions Demographics N=56

- 50% female, 50% male
- 40% earned MS prior to admission
- Equal distribution by service
- 0-2 = 2; 0-3 = 38; 0-4 = 16
- AGCNS = 3; FNP = 18; PhD = 2
- PMHNP = 12; RNA = 21



TAB 21

Postgraduate Dental College

Postgraduate Dental College

August 3, 2020 Board of Regents Brief



Students

- 78 graduates earning USU MS in Oral Biology degree
- 7 non-traditional ceremonies; final for Keesler
- 547 total degrees awarded since 2010
- 72 incoming MS students matriculated
- PGY1: 164 completed in 2020; 175 incoming



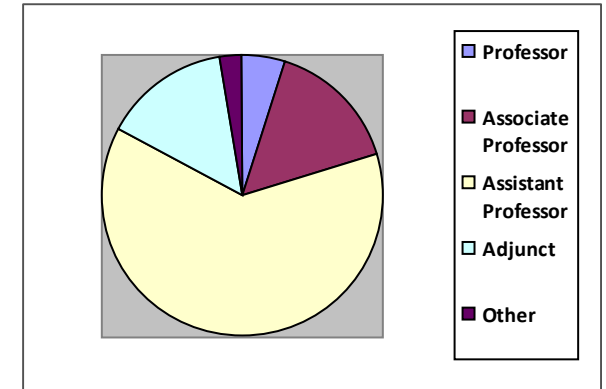
Research

- LCDR Kerry Baumann (NPDS)
 - *Distribution of Human Tongue Fat and Obstructive Sleep Apnea*
- Maj Bracken Smith (AFPDS)
 - *Targeted Endodontic Microsurgery: Implications for the Greater Palatine Artery*
- San Antonio Military Health System and Universities Research Forum (SURF)
 - 5 oral presentations and 3 posters by PDC students
- Contingency planning for research requirement completion
- Associate Dean involvement with multiple USU Committees



Faculty

- 401 non-billeted faculty ... Navy Dental Corps Chief recently appointed
- Increased PDC participation with USU Grad Health Professions Education
 - 1 PhD student, 4 MS with 1 applying, 8 enrolled in *Getting Started* program
 - Dental Faculty Development Course linkage
- 3 sponsored faculty to virtual ADEA/AAL ITL faculty leadership course
- 3-hour virtual Oral Path Symposium (EUCOM, CONUS)
 - Tri-Service attendance for >50
- Associate Dean's active USU Committee/WG participation



PDC Faculty Breakdown

Other Issues

- Planning for dental student involvement in MFP 101 when re-scheduled
- TSCOHS deploying new DOD survey/Feedback to NASEM on NTP fluoride toxicity monograph
- COVID pandemic impact to date
 - Significantly altered clinical operations
 - Due to timing of outbreak, minimal effect on class of 2020
 - **CONCERN** for classes of 2021-23 currently enrolled
 - Re-sequencing curricula to front-load non-clinical while clinical ops plans develop
- PDC lessons learned re: COVID pandemic (Communication, Curriculum, Accreditation)

TAB 22

College of Allied Health Sciences

Board of Regents Quarterly Meeting *August 3, 2020*

College of Allied Health Sciences Report

“The Medical Education and Training Campus continues to train the world's finest Medics, Corpsmen, and Technicians - even with extra safety precautions in place.”
METC FACEBOOK 7-10-2020



College of Allied Health Sciences

Significant Issues

- Anticipating enrollment for CY 2020 = 2200.
 - Current enrollment = 1196 students in 10 of our 18 programs.
 - As of July 13, all training programs are fully operational.
- Contributed to and participated in the USU wide COVID-19 planning, preparation and response efforts After Action Report.
- Participating with Defense Health Agency 7 – Education (DHA J7), Medical Education Training Campus (METC), Medical Center of Excellence (a 2-star element of Training and Doctrine Command, Navy Medical Forces Support Command), and 59th Medical Wing on two Lines of Effort in response to the COVID 19 crisis.

College of Allied Health Sciences

Significant Issues

- Continuing collaborations with Special Operations Center of Excellence / Joint Special Operations Medical Training Command, Fort Bragg, North Carolina on their Special Operations Combat Medic (Paramedic) program to our Catalogue.
- Participated in the initial meeting with the Community College of the Air Force Dean of Academics and the Army University Total Force Integration Division lead. The purpose of ongoing regular meetings is to explore opportunities for collaboration and sharing of best practices for providing academic credit where credit is earned for military service members during training.

College of Allied Health Sciences

Board Action Requested: Action 1: In accordance with USU PPM 008-2019, Establishment of New Academic Programs, and as detailed in the supplemental information of this report, one new program is proposed for implementation at the next available iteration.

Pharmacy Technician

- This is an Associate of Science in Health Sciences degree that is open to Army, Navy, Air Force, and Coast Guard students.
- The Pharmacy Technician program is accredited by the American Society of Health-System Pharmacists.
- Graduates of this program are eligible to take the Pharmacy Technician Certification Exam and qualify for the designation, Certified Pharmacy Technician.
- This program is proposed at 31 semester hours in the Major.
- The FY 21 Projected Student load is 351 (147 Army, 96 Navy/Coast Guard, 108 Air Force).

It is requested that the BoR concur with the recommendation to implement the Army, Navy, Air Force, and Coast Guard Pharmacy Technician programs at the next available iteration, which is projected to be in October of 2020.

College of Allied Health Sciences

Board Action Requested: Action 2: In accordance with USU PPM 008-2019, Establishment of New Academic Programs, and as detailed in the supplemental information of this report, one new program is proposed for implementation at the next available iteration.

Hospital Corpsman Basic

- The Hospital Corpsman Basic program has been evaluated for inclusion in the CAHS catalogue as requested by the METC and the Navy & Medical Forces Support Command.
- The approved curriculum calculation by CAHS equates to 20 Semester Credit Hours. There is no degree conferral.
- The eight courses contained will provide the foundation upon which all other Navy Programs in CAHS are built upon. Examples include Public Health, Neurodiagnostic Technician, Independent Duty Corpsman, and Pharmacy Technician.
- The FY 21 Projected Student load is 3200 to 4300 students.

It is requested that the BoR concur with the recommendation to implement the Hospital Corpsman Basic program at the next available iteration, which is projected to be in October of 2020.

TAB 23

*Armed Forces Radiobiology
Research Institute*

Armed Forces Radiobiology Research Institute (AFRRI)

CAPT Mohammed Naeem, Director



AFRRI Broad of Regents Briefing

Projects/Goals/ Key Initiatives

FY21 renewed efforts toward cultivating (6.3) Advanced Medical Research protocols.
Long term revise the R2 funding documents to place an emphasis on collective research with other USUHS centers

Actions/ Next Big Steps

Establish a Scientific Director position at AFRRI
Validate / Redefine AFRRI's mission
Revamp Safety Conscious Work Environment (SCWE) Program
Hire Key Personnel Positions
Develop a strategy to recruit, train, and retain the next generation of AFRRI radiobiologists.

Resources Required

Personnel Positions
SIPR functions to continue higher level collaborations w/partner agencies

Challenges / Threats

- Declining talent pool of scientific leaders who are subject matter experts in radiobiology.
- TRIGA Reactor Facility: Administrative shutdown continues, pending License Amendment Request approval by NRC for new digital control console.
- The Nuclear Reactor Facility is critically undermanned

TAB 24

University Brigade

Brigade Headquarters

COL Patrick A. Donahue, MS, USA



Brigade Headquarters

- **Brigade Headquarters Changes**
- **CoVID-19 Support and Impacts**
- **Professor of Military Science**
- **Commander's Priorities**
- **Brigade Policies/Initiatives**

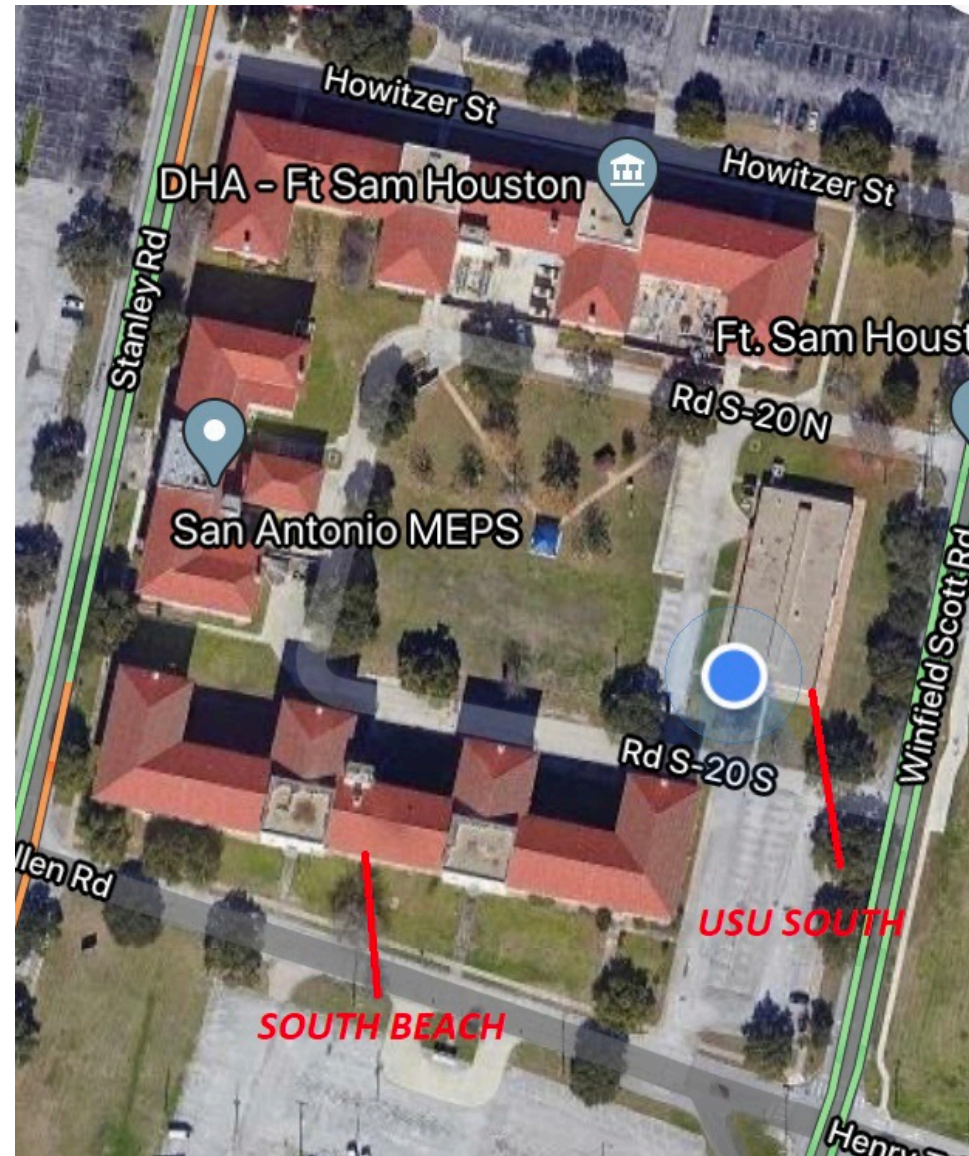
TAB 25

USU Campus South

SVP Southern Region Update

- COVID status
- South Beach Pavilion on JBSA Ft Sam reverts from private ownership to DOD (AF) in December 2021; DHA has indicated interest in renovating and occupying (110K sq ft) - TBD
- Current USU-South building now accommodating SVS, PDC, and CAHS; recently expanded into space vacated by Military Training Network with total occupancy of 23 personnel, eliminating the urgent need for more space; current lease expires in FY 2023

USU Southern Region/DHA - JBSA



Tab 26

USU Campus West

Senior Vice President, Western Region

William Roberts, MD, MBA
RADM, MC, USN (Ret)



Board of Regents, August 2020

Current Issues	Future Issues
<ul style="list-style-type: none">• VPR Search• Student rotations	<ul style="list-style-type: none">• G-Suite Functionality
Partnerships	Issues for BOR Support
<ul style="list-style-type: none">• IPRAMM	<ul style="list-style-type: none">• NSTR

Issue Amplification

- VPR Search
 - Finalists sent to Dr. Thomas
- Student rotations in Western Region
 - Start Dates/ROM
- IPRAMM
 - Switch from 2.5 day F2F to a 4 Hour Virtual Session - COVID-19 relevant research and Strategic Planning
 - IPRAMM Strategic Plan submitted to Dr. Thomas for concurrence
- Future/Ongoing Issue:
 - G Suite Functionality for faculty, staff, and students at MTFs

TAB 27

Vice President

Finance and Administration

Finance and Administration

- USU will execute FY20 without complications.
- Some progress being made on the reductions to USU in the FY21 budget, but too early to predict the outcome.
- Personnel losses in Acquisition continues, complicates end of year execution, some awards will be deferred to next fiscal year.

Tab 28

Vice President for Research

VPR BOR Briefing

Toya V. Randolph, PhD, MSPH
Acting Vice President for Research
Aug 2020



VPR Teamwork

All VPR staff are to be congratulated for their steadfastness, creative problem solving and adaptability to support the university's mission. They have been commended by the VPR Leadership team and many will receive additional recognition for outstanding service during the steam outage and/or the COVID-19 pandemic.

VPR Major Accomplishments

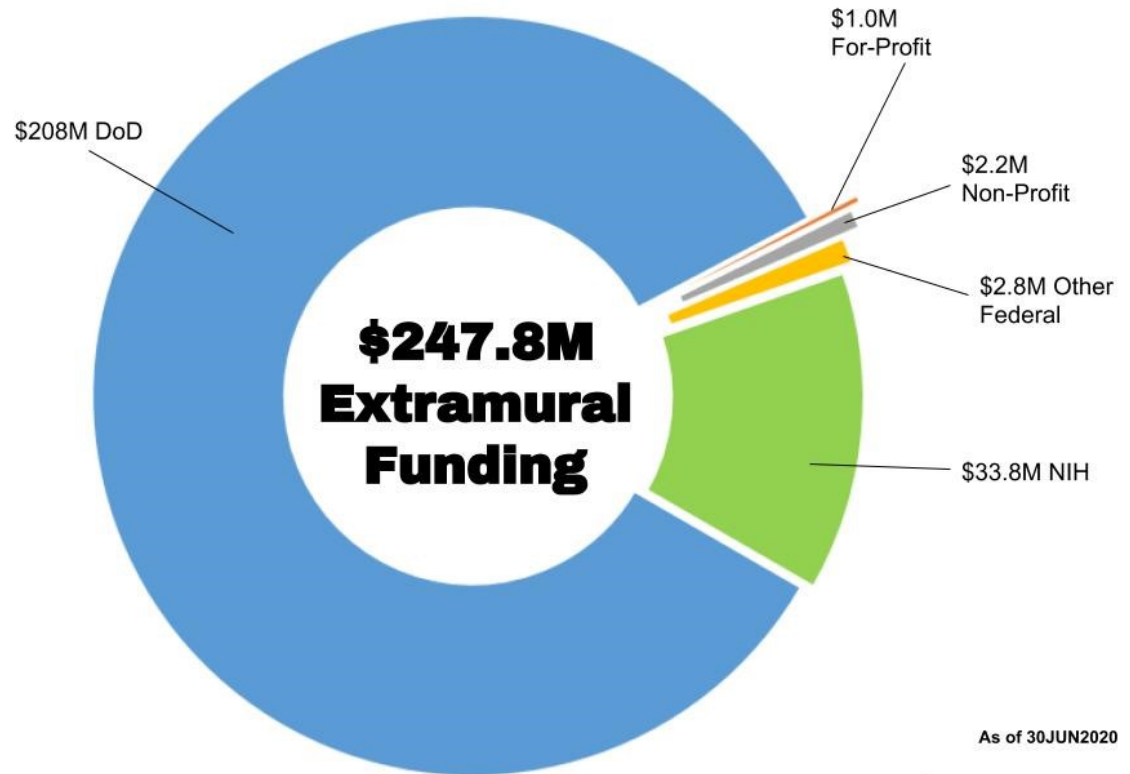
- Leadership and Service
- Research Administration, Compliance, and Technical Services
- Personnel and Infrastructure
- Research Awards

USU Research Awards

\$35M

*DHA COVID-19
RESEARCH FUNDING*

FY20 USU Extramural Funding



VPR Challenges

- Elimination of ILIR RDT&E Funding
 - VPR Funding Opportunities
 - Personnel Recruitment & Retention

Tab 29
Faculty Senate

AY2021 Faculty Senate

LTC Craig Myatt



SIGNIFICANT ISSUES

- **Current Highlights**
- **Academic Year 2021 Vision**
- **AY21 Faculty Senate Purpose**

CURRENT HIGHLIGHTS

- **Education Day**
- **Research Policy Support**
- **COVID-19 “Safe Passage” return to work**
- **Salary and comparability tracking**
- **Innovative communications applications**
- **Governance through resilience**

Faculty Senate Academic Year 2021 Vision



AY21 FACULTY SENATE PURPOSE

To serve with renewed perspective and refreshed commitment providing continued excellence in

- **Health sciences education and research**
- **Professional conduct, safety, and well-being**
- **Communications applications and strategies**
- **Governance for improved competency and growth**

Tab 30

*Henry M. Jackson Foundation
for the Advancement of
Military Medicine*



Board of Regents Report

- USU Research Portfolio Financial Update
- HJF support during COVID-19
- Consolidation of USU Centers

Tab 31

Office of the General Counsel

Ethics Highlights for the USU Board of Regents

(Excerpted from Slides in Handouts)

Mark E. Peterson, General Counsel, Office of General Counsel
OGC@usuhs.edu



OVERVIEW

- FACA members are “Special Government Employees”
- Ethics Rules apply to SGEs, including:
 - Conflicts of Interest
 - Representational Activities
 - Post Employment
 - Misuse of Position
 - Teaching, Speaking, and Writing Outside of DoD
 - Speaking on Behalf of DoD/USU
 - Gifts
 - Impartiality
 - Fundraising
- Additional Topics: Foreign Agents, Hatch Act, Disclosure of Information

CONFLICT OF INTEREST

- Members are chosen because of their expertise in a given field. As such, they may have conflicts because of their non-Federal: employment, outside affiliations, spouse's employment, financial holdings.
- Financial Disclosure Form: Members are required to file an Alternate Confidential Financial Disclosure Form (OGE 450) once a year. However, member is still responsible for knowing his/her financial holdings and affiliations and avoiding potential conflicts between 450 filing.
- DFO must be informed of member's affiliations and employment throughout SGE's term to assist avoiding conflicts.

Best Practice – Before each meeting inform DFO about new affiliations, employment, holdings.

CONFLICT OF INTEREST – 18 U.S.C 208

SGEs are *prohibited* from:

Participating personally and substantially in an official capacity--

In any particular matter that has a direct and predictable effect on their financial interests

Or upon those financial interests imputed to them:




Immediate Family: spouse and minor child

Employment or Affiliation: an organization in which the SGE serves as an officer, director, trustee, general partner, or employee, or the SGE's general partner

Future Employment: an organization with which SGE is negotiating or has an arrangement for prospective employment.

ETHICS RULES SUMMARY:

TRACK THE DAYS OF SERVICE!

LENGTH OF SERVICE	 60 days or less	 61-130 days	 >130 days
CONFLICT OF INTEREST RULES	<ul style="list-style-type: none"> • Member must recuse from matter if finances, employers, clients, or other interests pose a potential conflict. • Rare to consider particular matters affecting outside parties. 	<ul style="list-style-type: none"> • Greater likelihood member may have to recuse from matter when finances, employers, clients, or other interests pose a potential conflict. 	<ul style="list-style-type: none"> • Aggregate days of service on all FACAs count toward 130 day limit. • No longer get benefit of Special Government Employee status • May affect HR staffing; need more than part-time billet
OUTSIDE REPRESENTATION RULES	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any particular matter SGE has participated in personally and substantially in Commission work. 	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any matter pending before DoD. Cannot communicate with DoD. 	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any matter.
POST-GOVERNMENT EMPLOYMENT RULES	<ul style="list-style-type: none"> • Restriction for “lifetime” of any particular matters arising from Commission work. • Rare to consider particular matters affecting outside parties. 		<ul style="list-style-type: none"> • All 18 USC 207 - PGE Restrictions apply.

RULES OF THE ROAD PART 1

SGE *prohibitions and/or requirements*:

- Misuse of DoD Position: May not use title or non-public information for private gain. Do DoD work on DoD time.
- Teaching, Writing, Speaking: Must use a disclaimer if you include your BoR title in your biographical information.
- Speaking on Behalf of USU/DoD: Not without permission.
- Gifts due to BoR position: Usually not allowed, check with OGC.
- Impartiality: Must be impartial, even if no technical conflicts.
- Fundraising: Personal only and no use of BoR title; not in federal workplace; can't solicit from any entity or person affected by your BoR duties.

RULES OF THE ROAD PART 2

SGEs are ***prohibited*** from :

- Foreign Agents: No, you may not act as an agent or lobbyist of a foreign principal without high level approval.
- Hatch Act: You may not engage in any political activities (activities associated with a partisan campaign) during the hours that you are "on-duty" for DoD/USU (even social media).
- Disclosure of Information: You may not disclose Government information that is designated as confidential or has not been disseminated to the general public and is not authorized to be made available to the public on request.

Supplement

Tab 32

President

USU COVID-19 Efforts

(as of July 20, 2020)

- **Epidemiology, Immunology and Clinical Characteristics of Emerging Infectious Diseases with Pandemic Potential (EPICC-EID).** USU's Infectious Disease Clinical Research Program (IDCRP), led by CAPT Timothy Burgess, undertook the first and largest DoD COVID-19 clinical characterization study, which was also adopted by the VA Health System. This ongoing soon-to be 10-Military Treatment Facility study is a prospective, longitudinal observational study of MHS beneficiaries involving systematic collection and analysis of clinical, demographic, and lab data and clinical specimens
- **Adaptive COVID-19 Treatment Trial (ACTT).** USU's IDCRP is a key participant in the NIAID-led Multicenter, Adaptive, Randomized Blinded Controlled Trial of the Safety and Efficacy of Investigational Therapeutics for the Treatment of COVID-19 in Hospitalized Adults (ACTT). IDCRP serves as the coordinating hub for Military Treatment Facilities' participation. ACTT1 demonstrated the efficacy of Remdesivir; ACTT2 recently completed and ACTT3 is under evaluation by the FDA.
- **Javits Center Study.** The "Javits Center Study" of COVID-19 Antibody Prevalence in Military Personnel Deployed to New York led by Army Col. (Dr.) Kevin Chung, chair of USU's Department of Medicine and LTC Travis Clifton, BAMC is in data analysis.
- **"RESPONSE" (Rapid Evaluation and Study of the Pandemic Outbreak Nationally by Sustaining and Leveraging Prolonged Field Care Research Efforts)** - Program of research lead by Army Col. (Dr.) Kevin Chung, chair of USU's Department of Medicine that was funded by a \$15 million grant award from DHA. Includes the following studies:
 - **Blood Purification Trial.** A multi-center trial evaluating blood purification technologies. Army Col. (Dr.) Kevin Chung will serve as Lead Investigator for the study, and his co-lead is Army Col. (Dr.) Stephen Olson, assistant chief of Nephrology at Walter Reed National Military Medical Center. Col. Chung conducted the first US treatment of a critically ill COVID patient with one of the blood purification devices under Emergency Use Expanded Access pathway.
 - **Pulmonary Ultrasound** – a study to accelerate the evaluation and deployment of portable ultrasound for pulmonary applications
 - **Biomarkers:** A study to rapidly accumulate and analyze clinical, laboratory, and serologic biomarker and multi-omic data generated across multiple observational protocols to effectively assess and test novel predictive algorithms and diagnostic technologies
- **USU Faculty Join International Effort to Define Genetic Determinants of Susceptibility to Severe COVID-19 Infection.** Two USU faculty members, Andrew Snow, PhD, associate professor of Pharmacology and Molecular Therapeutics, and

Clifton Dalgard, PhD, associate professor, Department of Anatomy, Physiology and Genetics and director for The American Genome Center at USU, have joined the COVID Human Genetic Effort to support research currently underway, led by Helen Su, MD, PhD, at the National Institute of Allergy and Infectious Diseases (NIAID) at the National Institutes of Health.

- **National Center for Disaster Medicine and Public Health (NCDMPH)** was funded to conduct a 2-year project to assess the capacity of the National Disaster Medical System (NDMS) to provide healthcare in the event of a catastrophic conflict or disaster.
- **COVID-19 Practice Management Guides v. 1, v. 2, v. 3:** Co-developed by COL Kevin Chung, chair of Medicine at School of Medicine.
- **USU Student, Faculty Invent COVID-19 Protective Isolation Chamber.** USU medical student, 2LT Joseph Krivda, plus alumnus CPT Timothy Blood and several USU faculty based at WRNMMC, Belvoir, and MAMC, developed the COVID-19 Airway Management Isolation Chamber, approved by FDA for Emergency Authorization Usage. It is designed to enable safe use of noninvasive airway management strategies such as nebulizers and BIPAP that are currently contraindicated due to fears of mass aerosolization.
- **USU Participates in DoD Hack-A-Vent Challenge.** USU researchers collaborated with WRNMMC and DHA, as part of a DoD task force to test the development of low-cost ventilators (under \$300) to assist with the COVID-19 ventilator shortage.
- **Self-triage Tool for COVID-19.** USU's National Center for Disaster Medicine and Public Health (NCDMPH) collaborated with Emory University to beta test a web-based COVID-19 self-triage tool (C19check.com).
- **SC2i Developing Clinical Decision Tools Relevant to COVID-19.** The Surgical Critical Care Initiative (SC2i) is mining historical clinical databases from critically ill combat injured patients to develop a variety of clinical decision support tools that are highly relevant to COVID-19 outcomes, such as ARDS, sepsis, pneumonia, "cytokine storm syndrome" and ventilator usage. SC2i is also analyzing a cohort of patients with ARDS to discern inflammatory responses associated with COVID-19.
- **Simulation Center Develops New Mechanism for Rapid PPE Manufacturing.** USU's Val Hemming Simulation Center developed and successfully pilot-tested additive manufacturing capabilities to produce face shields, masks, and ventilator tubing to address shortages in PPE.
- **USU Faculty Develop Mental Health Training for NYC First Responders, Health Care Workers for COVID-19.** COL David Benedek, chair of Psychiatry at USU, and faculty from USU's CSTS, developed mental health training at the request of NYC Mayor DeBlasio and the NYC Task Force to assist first responders and mental health providers addressing stress in health care workers caring for COVID-19 patients.

- **USU Professor Advises Sesame Street on COVID-19 Guidance for Children.** Dr. Stephen Cozza, professor of psychiatry and associate director of USU's Center for the Study of Traumatic Stress (CSTS), is assisting Sesame Street by providing expertise and COVID-19 mental/behavioral health guidance for children/families.
- **USU Center Develops Mental Health Products for DHA, Services' Family Advocacy Communities.** CSTS has tailored knowledge products to support HCW well-being and patient support to: DHA Operations, the Army Directors of Psych Health and to the Army, Navy, and Air Force family advocacy communities. They are also collaboratively developing knowledge products re: stress management with Army Public Health Command.
- **USU Faculty Member named Ventilator Consultant for DHA.** COL Jess Bunin, assistant professor in USU's Department of Medicine, was named consultant to the Defense Health Agency for ventilator usage and allocation. ~~She is also serving on WRNMMC's "Monitored Emergency Use of Unregistered and Experimental Interventions (MEURI)" Scientific Review Committee.~~
- **USU Center Collaborates with Mount Sinai Health System for COVID-19.** USU's NCDMPH led a collaborative group of USU and Military Health System experts to provide leaders of NYC's Mount Sinai Health System with information on DoD work in human performance and mental health support in periods of stress.
- **Support for White House Office of Science and Technology Policy:** Develop model for projecting resource needs using intel analysis
- **Support for Department of Health and Human Services:** Assist with Federal policy development and guideline management
- **Support for Defense Health Agency:** Defense Medical Ethics Center worked with J-7 on medical ethics guidelines; developed COVID-19 Defense Bioethics Guidelines
- **COVID-19 Patient and Caregiver Guide (discharge rehab guide):** Developed by USU and WRNMMC Departments of Physical Medicine and Rehabilitation, chaired by Dr. Paul Pasquina.
- **Behavioral Health Surveillance of USNS Comfort Staff:** USU Department of Psychiatry conducted behavioral health surveillance of military healthcare responders aboard the USNS Comfort initiated to quantify stress responses in Military Health Care Providers supporting civilian healthcare pandemic operations.
-
- **Wellness/Resilience of WRNMMC Healthcare Workers:** USU Department of Psychiatry created a wellness/resilience outreach team for healthcare workers in the

triage tent and the Emergency Department and provided behavioral telehealth to patients in the WRNMMC Outpatient Clinic (and to also to WRNMMC healthcare workers).

- **Center for Deployment Psychology (CDP) Answers RFIs:** USU's CDP is answering daily RFIs from providers, clinics, agencies and organizations both inside the MHS and DoD from outside of DoD. Common requests are for educational materials on provider stress and self-care, modifications to behavioral health treatment due to COVID-19 stress/anxiety, and social isolation.
- **Virtual Graduation Ceremonies:** More than 200 military medical students and graduate nursing students from the Uniformed Services University of the Health Sciences (USU) graduated early to support their colleagues in the U.S. military health system amid the global coronavirus pandemic. USU President Dr. Richard Thomas made the decision when the national emergency was declared.
- **USU Added COVID-19 Training to Curriculum:** Medical students and advanced practice nursing students at the Uniformed Services University of the Health Sciences are now required to complete COVID-19 training as part of their USU coursework. The practical online offering, arguably the first of its kind in the nation's health sciences universities, was initially developed to prepare students who were graduated six weeks early to make them available to the Military Health System in support of the fight against COVID-19. Two USU faculty members, Air Force Lt. Col. (Dr.) Eric Meyer and Army Major (Dr.) Grigory Charny proposed the framework to ensure that the new graduates were ready to safely and effectively join healthcare teams.
- **CSTS Fact sheets answer questions about COVID:** USU's Center for the Study of Traumatic Stress (CSTS) has been developing fact sheets focused on advancing scientific and academic knowledge with and on outreach to mitigate the impact of trauma from all sorts of disasters, acts of terrorism, and public health threats. Since the global pandemic emerged, CSTS has developed more than 20 fact sheets specifically tailored to questions and concerns related to the coronavirus outbreak. These fact sheets have been adopted by the APA, CDC, and other national organizations.
- **Telehealth electives, courses and resources:** A telehealth elective was established with 4th year medical students to support WRNMMC Internal Medicine Ambulatory Clinics. USU Pediatrics is collaborating with WRNMMC Pediatrics to supervise advanced clinical rotation students to manage tele-health appointments for their patients.



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

20 July 2020

HEALTH AFFAIRS

MEMORANDUM FOR MILITARY HEALTH SYSTEM (MHS) LEADERSHIP

SUBJECT: Military Health System COVID-19 After Action Review

In the attached memorandum (COVID-19 After Action Review Letter of Instruction), I established the process by which the MHS will develop a comprehensive After Action Review (AAR) and report to capture MHS actions, discern lessons learned and prepare the MHS to enhance its support for the next major public health crisis as part of a concerted DoD response. The MHS AAR report will be both a stand-alone document and an integral part of the overall DoD COVID-19 Task Force Lessons Learned (CVTF-LL).

The MHS AAR process has been underway for two months. An Executive Committee of senior leaders was established from the major elements of the MHS. In addition, a Coordinating Committee was created to manage the specifics of the AAR process. These committees have met on numerous occasions and formulated preliminary observations, lessons learned and recommendations that apply across the MHS.

Using this work as a foundation, our next step is to conduct a face-to-face formal After-Action Review among the senior leaders of the MHS. On August 20, 2020, we will convene to conduct this AAR. Because of the complexity of the AAR process and the importance of the subject, I ask that you block out a full three hours for this meeting. We will discuss observations and recommendations for the final AAR submission to the DoD CVTF-LL.

The agenda for this After-Action Review is attached. Read ahead material will be provided in advance of the meeting, but please consult your representatives on each of the AAR committees for your input to date.

A handwritten signature in black ink, appearing to read "Tom McCaffery".

Tom McCaffery

Attachments: As stated



THE ASSISTANT SECRETARY OF DEFENSE

**1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200**

MAY 28 2020

HEALTH AFFAIRS

**MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER AND
RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER
AND RESERVE AFFAIRS)
DIRECTOR, DEFENSE HEALTH AGENCY
PRESIDENT, UNIFORMED SERVICES UNIVERSITY OF THE
HEALTH SCIENCES**

SUBJECT: COVID-19 After Action Review – Letter of Instruction

- 1. Purpose:** The purpose of this Letter of Instruction (LOI) is to lay out the tasks, process, responsibilities and timelines for the conduct of an Military Health System (MHS)-wide COVID-19 After-Action Review (AAR) and the subsequent preparation of a formal summary and recommendations document.
- 2. Background:** The COVID-19 pandemic has created major challenges to Department of Defense (DoD) and the MHS, and the MHS has responded with dedication, courage and professionalism. Even while the MHS continues and expands our contributions, we must aggressively capture lessons learned in preparation for the next major public health emergency. The MHS AAR process is designed to support that objective, beginning with a comprehensive review of where the MHS and all its components were in our readiness for a national or DoD public health emergency prior to the outbreak. Our AAR process will be an integral part of the overall DoD COVID-19 Task Force - Lessons Learned (CVTF-LL) line of effort which has been established to assess the preparedness of the Department for sustained pandemic response. The CVTF-LL will identify departmental-level findings, lessons learned, and propose recommendations to improve DoD's capabilities to operate in a pandemic environment and support civil authorities. As a subset of this LOI, the MHS AAR will make invaluable contributions.
- 3. Mission:** The mission of the MHS COVID-19 AAR is to capture MHS actions, discern lessons learned and prepare the MHS to enhance its support for the next major public health crisis as part of a concerted DoD response.
- 4. MHS AAR Phases:** The MHS COVID-19 AAR process will consist of three interrelated and overlapping phases:
 - a. Phase I:** Data Gathering (from prior to the outbreak to 1 July) during this phase, the MHS will collect historical and real-time data and information on an ongoing

basis from each of the major components of the MHS, from senior Health Affairs staff and from those we supported outside of DoD. Phase I will include a general assessment of MHS capabilities and plans prior to the outbreak and will then use this assessment as the baseline for specific events and initiatives undertaken during the pandemic. Questions will focus on:

- i. Key actions
- ii. Responsible individuals/organizations, including external influencers
- iii. Observations and significant gaps (what went right, what needs attention and what came as surprises)
- iv. Key documents and references
- v. Preliminary recommendations, both immediate and long-term
- vi. Other relevant observations

The format and methodology for data collection will be determined by each major element within the MHS.

- b. **Phase II:** Initial After-Action Review (o/a 1 August): Based on the data gathered during the national pandemic emergency, the MHS's senior leaders will then conduct a formal face-to-face After-Action Review. The AAR will be governed by Joint Lessons Learned principles, including:

- i. Inclusion
- ii. Candor
- iii. Exploration of strengths and weaknesses
- iv. Information sharing
- v. Mission-orientation

- c. **Phase III:** Preparation, review, coordination and publication of AAR interim Summary Report (1 September). The report will contain, *inter alia*:

- i. Key lessons learned that impact on:
 1. The MHS
 2. DoD
 3. National health institutions
 4. The United States Government, including Congress
- ii. Recommendations across the MHS and DoD on:
 1. Doctrine
 2. Organization
 3. Training and Education
 4. Leadership

5. Personnel
6. Resources, including budgets
7. Policy
8. Research

iii. Preparations for the future, including:

1. Changes to the MHS Strategic Plan
2. Training and exercises
3. Implications across DoD, including organizational processes and documents that will enhance readiness for subsequent pandemics and other national public health emergencies

5. Responsibilities:

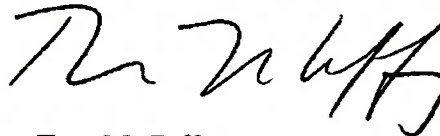
- a. **Executive Agent:** My Executive Agent for the MHS AAR is Dr. Richard Thomas, President, Uniformed Services University (USU)
- b. **AAR Executive Committee:** To support the AAR process, an Executive Committee will be established, consisting of senior empowered representatives of the elements and organizations of the MHS:
 - i. Chair: RADM (Ret) Colin Chinn (USU)
 - ii. Co-Chair: Dr. Richard Mooney, Deputy Assistant Secretary of Defense, Health Services Policy and Oversight
 - iii. Facilitators: Mr. Allen Middleton (USU), Dr. Chris Shoemaker (USU)
 - iv. Elizabeth R. Fudge, HA
 - v. Representatives of the Surgeons General of the Services
 - vi. The Joint Staff Surgeon
 - vii. Representatives of the Director, Defense Health Agency, including all relevant staff sections
 - viii. Representatives from the DoD COVID-19 Task Force - Lessons Learned (CVTF-LL) Line of Effort
 - ix. Others as invited by the co-chairs
- c. **AAR Coordination Committee.** The Executive Committee Chair may establish a coordination committee with representatives at the O6-level appointed by the Executive Committee's constituent members to manage the day-to-day development of the AAR.
- d. **External Collaboration.** The Executive Committee Chair may periodically involve individuals and organizations external to the MHS to ensure that the AAR is as comprehensive as possible. Such external collaborators may include selected military medical treatment facility commanders and directors, Centers for Disease

Control and Prevention, Executive Office of the President/Office of Science Technology and Research, academic and research organizations and others who were part of – or influenced - the overall MHS pandemic response.

6. Coordinating Instructions:

- a. The Executive Agent is authorized to hire support personnel on a temporary basis to facilitate the AAR process
- b. The Chair of the AAR Executive Committee will develop and publish guidance on the AAR process, timelines, milestones and responsibilities
- c. The Executive Agent and the Chair of the AAR Executive Committee will provide regular In-Process Reviews to the MHS leadership during the Senior Military Medical Advisory Council meeting, as appropriate

- 7. Conclusion:** The COVID-19 pandemic is creating unprecedented stress on the global health community, on U.S. health institutions and facilities, on DoD and on the MHS. The novel virus has already exposed significant weaknesses, as well as substantial strengths, in the entire fabric of healthcare. As stressful as the pandemic is today, it is also clear that the first wave of the virus will abate in the months ahead. The MHS AAR process will help ensure that the lessons learned from the COVID-19 experience will make us better prepared to anticipate and manage the next major public health crisis, including the possibility of a second wave of COVID-19 in the autumn or winter.



Tom McCaffery

Military Health System After Action Review Schedule

<u>Topic</u>	<u>Presenters</u>	<u>Time</u>
Executive Chair Opening Comments	Dr. Richard Thomas	15 min
Background and Readiness Leading Up to Pandemic Response	Mr. Allen Middleton	10 min
Analysis and Preliminary Observations	Dr. Sarah John	15 min
Lessons Learned and Recommendations from Director DHA, SGs, NG Surgeon, JSS, HA and USU	MHS Leaders	15 min each
Next Steps	Dr. Chris Shoemaker	10 min

Supplement

Tab 33

ASD HA



THE ASSISTANT SECRETARY OF DEFENSE

1200 DEFENSE PENTAGON
WASHINGTON, DC 20301-1200

JUL 30 2020

HEALTH AFFAIRS

MEMORANDUM FOR UNIFORMED SERVICES UNIVERSITY OF HEALTH SCIENCES BOARD OF REGENTS

SUBJECT: Military Health System Update

As you know the coronavirus disease 2019 (COVID-19) pandemic has required the Military Health System (MHS) to quickly pivot and adapt to this unprecedented fight. Agility and adaptiveness, hallmarks of military medicine, have proven essential in the pandemic response. The Department's COVID-19 response has also quickly and effectively translated to meeting the national response. Since April over 60,000 military medical personnel have deployed to communities across the United States in support of the pandemic response. This is only one of many concurrent lines of effort the MHS has been pursuing to support the Department's pandemic response.

Key MHS efforts in support of the COVID-19 response include:

Force Health Protection. To date, the Department has released 12 Force Health Protection policy directives, focused on a range of emerging issues to provide the most comprehensive instructions to keep our people healthy, safe and ready to do their missions. From guidance for movement and medical treatment of COVID-19 patients, to laboratory testing services, to protecting personnel in workplaces, to health surveillance and mitigating risk for deployments and redeployments of the force – the MHS supports the planning and implementation of safety measures for the Force and for our civilian staff.

Vaccines and Therapeutics. The DoD investments in COVID-19 research and development are focused in three major areas: vaccines, therapeutics and diagnostics. With funding from the CARES Act, we are conducting research on additional vaccine candidates and accelerating our development and production activities. Our therapeutics investment is looking at developing monoclonal and polyclonal antibodies and evaluating them in large scale clinical trials. We are evaluating these products as well as convalescent plasma for use as a general prophylaxis or post-exposure prophylaxis. Diagnostic investments are evaluating point of care testing capabilities and the development of antigen and antibody tests to diagnose exposure and illness. We are also funding a number of efforts that look at the natural history of this disease in our military and beneficiary populations.

Testing. DoD's COVID-19 Diagnostic and Testing Team continues to make measurable progress to screen, detect, and monitor risk through an integrated DoD-wide COVID-19 testing strategy. The team works with the Services and Combatant Commands to identify testing requirements, and then ensure laboratory and testing sites have adequate supplies to meet the demand. The team coordinates with the Joint Acquisition Task Force and U.S. Department of

Health and Human Services to optimize the DoD's supply chain and acquire additional testing platforms and associated supplies to meet mission critical requirements.

Since January, the Department has expanded testing capacity from 15 to 125 sites. To date, we have conducted more than 541,383 clinical and screening tests across the globe.

Registry. In a joint collaborative effort, Uniformed Services University of the Health Sciences and DHA have established a COVID-19 Registry to provide a centralized data collection repository for COVID-19 positives. This registry will support clinical performance improvement and track epidemiology of the disease. The data will directly support DoD and civilian sector research and medical teams by providing more accurate insight for future advancements in vaccines and treatments. The registry will also track the outcomes of patients who receive COVID-19 Convalescent Plasma (CCP) compared to those who do not. With 6510 patients already in the registry, the specific COVID-19 details will greatly enhance the development of therapeutic treatments.

Covid-19 Convalescent Plasma. The Department launched a Campaign to obtain 10,000 units of CCP by September 30 of this year. Plasma from beneficiaries who have recovered from COVID-19 is supporting treatment for seriously ill, hospitalized COVID-19 patients. In addition, collection of CCP will support research and development of prophylactic and post-exposure treatment products. To date, we have acquired 4,866 units and continue to aggressively promote the campaign to recruit more donors. More information on the ongoing Campaign can be found at <https://www.health.mil/Military-Health-Topics/Combat-Support/Public-Health/Coronavirus/COVID-19-Convalescent-Plasma-Collection-Program>.

Beneficiary Care. As a result of the COVID-19 public health emergency, TRICARE implemented several changes to expand and incentivize telehealth services to ensure our beneficiaries receive necessary care. We have removed the audio-only exclusion for telehealth; allowed providers to provide services in areas where they may not be licensed, to include telehealth, when permitted by State and federal law, and as long as they hold a license from another state; and waived all copays and cost-shares for in-network telehealth services for TRICARE Prime and Select beneficiaries. These modifications were fully implemented in June.

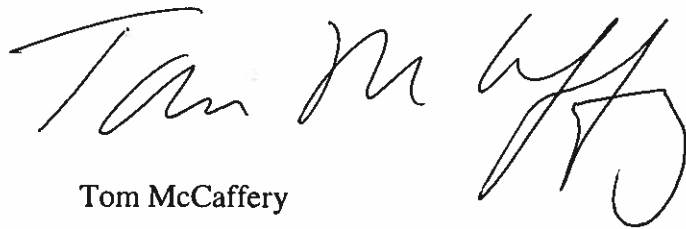
Updates on Other Key MHS Initiatives:

Genesis. In April, the Department paused MHS Genesis efforts due to our response to the COVID-19 pandemic. The MHS GENESIS team is now re-engaging with sites. The next go live event will occur at four United States Coast Guard facilities in California at the end of August. In September we will roll-out the NELLIS Wave at the following bases: Beale AFB, Edwards AFB, Los Angeles AFB, Nellis AFB, Vandenberg AFB, Fort Irwin Army Base, and the United States Marine Corps Air Ground Combat Center.

Military Medical Treatment Facility (MTF) Transition. In April the Deputy Secretary directed a 90-day pause on activities tied to the transition of MTFs due to the burden of the COVID-19 response on the DHA and on the Military Department Medical organizations. The Deputy

Secretary also directed that an assessment be conducted to determine whether the pause should continue or if the MHS should resume implementation of the transition. The assessment is being finalized and will inform senior leader decisions regarding resumption of transition activities.

Medical Manpower. The Department is currently finalizing its report to Congress in response to section 719 of the National Defense Authorization Act for Fiscal Year 2020, which requires submission of the Department's plan for optimizing military medical end strength to match operational requirements. The plan will identify affected billets, mitigate any potential gap in health care services, and provide a standard measurement for network adequacy to determine the capacity of the local health care network to provide care for covered beneficiaries in the area of a military medical treatment facility that would be affected by a proposed military medical end strength realignment or reduction. We expect that the report will be submitted in August.

A handwritten signature in black ink, appearing to read "Tom McCaffery", with a stylized flourish at the end.

Tom McCaffery

Supplement

Tab 34

School of Medicine

Uniformed Services University of the Health Sciences Board of Regents

Board Brief

Submitted by: Arthur L. Kellermann, M.D., M.P.H. Date: August 2020

Title & Department: Dean, School of Medicine Phone 301-295-3016

Purpose: Information X Action

Subject: Dean's Report: School of Medicine (SoM)

A Terrible Loss

Navy Ensign John Grider, a highly regarded and well-loved member of the School of Medicine Class of 2021, died in a tragic accident on July 2. Ensign Grider was from Stockton, California. He graduated the US Naval Academy in 2010, served as a chief engineer qualified nuclear submarine officer on board the USS Louisville (SSN 724), and later served as an assistant professor of Naval Science at Auburn prior to matriculating to USU for medical school.

ENS Grider had planned to pursue a career in Family Medicine. He was set to graduate in the spring of 2021. His death is not only a terrible loss to his family and to USU, but also to his USNA classmates, his former shipmates, the Military Health System and our nation. Thousands of service members, retirees and military families will not benefit from the knowledge, skills and abilities he acquired at USU, as well as the character and life experiences he brought with him to campus. Our hearts go out to his family and all who knew and loved him.

On Tuesday, July 7, John was honored by his classmates, other USU medical students and uniformed faculty across the country in a series of "Last Roll Call" ceremonies held on campus and at every MTF where members of the Class of 2021 are currently on rotation. Additional details from USU will be forthcoming to recognize John's life and mourn his death.

Notable Developments

USU SOM is in the thick of the fight against COVID-19. As the scope of the emergency became clear, USU and SOM Centers swiftly pivoted their efforts to find rapidly deployable solutions for the MHS and civilian medical community that can limit spread and improve survival and recovery from COVID-19.

- Since early April, USU's **Infectious Disease Clinical Research Program (IDCRP)** and **Dept of Medicine (MED)** have served as a hub for COVID-related research, registry development and clinical performance improvement. ICDPR leveraged its MHS multi-center research capability to conduct studies on the epidemiology, immunology and clinical characteristics of COVID within military and civilian centers. IDCRP is the key organizer of

the MHS' collaboration with NIAID on multicenter, adaptive, randomized controlled trials, starting with a major study of the safety and efficacy of Remdesivir for COVID-19. USU is also collaborating with the DoD Joint Trauma System to host **weekly, worldwide COVID-19 Clinical Case and Performance Improvement Calls**. These calls are led by the USU's Chair of Medicine and its Director of IDCRP and routinely draw 200+ participants from around the globe to hear the latest in COVID-19 research, registry development and clinical care.

- Under leadership of the Departments of Surgery and Anesthesia, the **USU Shock and Organ Support Program** paused its activities to make its applied model of bleeding and resuscitation available for evaluating new ventilator technologies put forth as part of a DoD-sponsored call for COVID-related innovation, a rapid-cycle program affectionately nicknamed "Hack a Vent" <https://usupulse.blogspot.com/2020/06/hack-vent-challenge-leads-to-innovative.html>
- The USU/**Defense Medical Ethics Center (DMEC)** quickly developed bioethics guidance for DHA and the MHS on research and treatment of COVID-19. DMEC staff participated in a TSG and DHA J-7 panel presentation regarding the broader bio-ethical issues and triage procedures related to managing patient surges stemming from COVID-19. USU's **National Center for Disaster Medicine and Public Health (NCDMPH)** is conducting user assessment and validation of a novel web-based COVID-19 self-triage platform using pre-designed health scripts. Several USU Centers, including the **Center for Global Health Engagement, NCDMPH, USU's Center for the Study of Traumatic Stress (CSTS)** and **USU's Center for Deployment Psychology (CDP)** have answered requests for assistance, consultation and teaching from health systems in NYC and elsewhere looking for military disaster medicine expertise to train their civilian staff in triage and care, resilience and psychological health in the face of disaster. And USU's **Center for Precision Medicine for Military Medical Education and Research (PRIMER)** is collaborating with NIAID as part of a project to examine biologic specimens to characterize genetic determinants of susceptibility to COVID-19.

COL Dana Nguyen appointed Chair of USU's Department of Family Medicine. She succeeds **CAPT Jeff Quinlan**, who will retire from the Navy in October following 28 years of service and will join the University of Iowa as the Chair of Family Medicine after retirement. COL Nguyen is a 1997 graduate of the United States Military Academy and a 2002 alumna of USU School of Medicine. After completing Family Medicine residency training at Fort Bragg and serving at Fort Leonard Wood, she deployed to OEF with the 10th Mountain Division while assigned to GLWACH. Following this deployment, she returned to Ft. Bragg to serve 5 years as Associate Program Director. During this time, she completed a Faculty Development Fellowship at UNC Chapel Hill. In 2014, she returned to USU as Family Medicine Clerkship Director. She has received numerous teaching awards and honors, including USU's 2017 Clements Award, given annually to an outstanding military educator; the AOA "Teacher of the Year" Award; and several Dean's Impact Awards. She is a leader on the SoM's Executive Curriculum Committee, serves as faculty advisor to USU's chapter of the Gold Humanism Honor Society, and advises USU's SPEAR (Students as Peer Educators and Advocates for Reform) group. She is a regular participant in USU's military medicine curriculum and field exercises, particularly "Operation Bushmaster."

COL Kevin Chung (MED) and Lt Col Renee Matos (PED) and MHS colleagues recently completed the fourth edition of the *COVID-19 DoD Clinical Practice Guidelines*, the definitive source of state of the art care for patients with COVID-19 in the Military Health System. In addition, COL Jessica Bunin's outstanding training videos on ventilator management and other topics were adopted by DHA as their main just-in-time, training videos for the MHS. Check out the latest version, linked here <https://health.mil/Training-Center/COVID-19-Toolbox>

The **School of Medicine's Distance Learning Lab** played a key role in facilitating the SOM's swift pivot to distance learning/distributed learning, "flipped classroom" instruction, virtual small groups and innovative educational approaches such as tele-OSCE's. Meanwhile, the staff of the Center continue to develop exciting DL curricula to support our national faculty, current and would-be USU students, and to amplify USU's value throughout the MHS. (See Appendix)

National Center for Disaster Medicine and Public Health Preparedness (NCDMPH) launched a 2-year, \$3.2 million study to identify operational changes necessary to improve the National Disaster Medical System's ability to provide definitive healthcare for service members injured in a catastrophic OCONUS contingency. This work is essential to assure the MHS can support large scale military operations in the future, whether they involve a global disaster or a large-scale conflict with a "near-peer" adversary.

USU's Gold Humanism Honor Society Chapter was recognized by the national GHHS organization as "Exemplary." This is the highest ranking a chapter can receive. Faculty Advisors are **Dana Nguyen (FAM), William Kelly (MED) and Eric Meyer (PSY)**.

Concern

The School of Medicine's leadership and faculty remain deeply concerned that deep and indiscriminate cuts being sought to the University's budget, combined with the steady erosion of MHS funding and manpower, could leave USU without the resources it needs to meet its education and research missions. Worse, America's military health system is being rapidly degraded. If Pentagon leadership does reverse the current trend to privatize the MHS we could soon reach the point that the manpower and assets that remain are unable to support America's warfighters in a future conflict.

Dean's Office Updates

Office of Medical School Recruitment and Admissions (ADM)

- **Medical Student Recruiting:** On April 27-30 **COL Aaron Saguil** served as a voting member of the West Point Medical Program Advisory Committee, which interviews and selects cadets who will be authorized to apply to medical school. USMA has provided USU with 70 outstanding students over the last 5 years – the most of any undergraduate institution. Of the 20 West Point cadets selected to apply to medical school this past year, 11 (55%) chose to attend USU this fall. The undergraduate schools that have sent the next highest numbers of students to USU over the last 5 years are the U.S. Naval Academy (40 students),

the U.S. Air Force Academy (35 students), the University of Maryland-College Park (25 students), and the University of Virginia (18 students).

- COVID-19 halted our ability to directly recruit at universities and colleges around the country, but it did not stop our efforts. Over the past few months, we have conducted **Virtual Open Houses** with students throughout the nation on a weekly basis. We've also held formal online events with Villanova, Temple University, Florida Atlantic University, Joint Base Andrews, University of Pennsylvania, University of Nebraska, and the National Association of Advisors for the Health Professions (NAAHP).
- **The Medical Student Class of 2024 reports on AUG 4**, with 171 students scheduled for matriculation. 66 students (39%) have served in the military and 105 students (61%) have no prior service experience. 27 students (16%) are prior enlisted, 15 students (9%) are prior officers, 18 (11%) are Service Academy graduates, 6 (4%) are graduates of ROTC programs, and 41 (24%) were collegiate varsity athletes. 76 students (44%) are female, 95 students (56%) are male, 22 (12%) are from racial and ethnic backgrounds under-represented in medicine, and 30 students (18%) are first-generation college graduates. The average age of the Class of 2024 is 25.1 years. Geographically, 26% are from Northern States, 29% from Southern States, 13% from Central States, and 32% from Western States.
- **Due to COVID-19, the SoM Admissions Committee will modify its admissions processes.** For example, for the upcoming year we will accept online and pass/fail grades, without prejudice, for courses taken during the COVID-19 pandemic. Grades will be evaluated in the context of numerous aspects of the application including the pandemic. Our Admissions Committee is aware that some undergraduate schools provided students to take courses for grades or on a Pass/Fail basis. Because we did not want our applicants to feel pressured to choose the graded option, we adopted this policy. We understand that students and their families are facing many challenges, and the pressure for grades should not be one of them. Along with all other AAMC medical schools, **we will conduct virtual campus tours and interviews** through video conferencing for the 2021 class, regardless of the applicant's proximity to campus.

Enlisted to Medical Degree Preparatory Program (EMDP2):

- We are working through the logistics of creating an EMDP2 **pipeline program** where students may be guaranteed conditional acceptance to USU as long as they meet specific requirements while enrolled in the program. For the next EMDP2 selection cycle, we are launching a new program application that models the medical school admissions process and more directly involves the SoM Admissions Committee in selecting students.
- **Cohort 5 graduates!** 24 service members (8 Air Force, 8 Army, 7 Navy, and 1 Marine) recently graduated from EMDP2 Cohort 5. 20 were commissioned during a virtual ceremony on May 22. **16 of these grads will matriculate at USU** in August while the 4 remaining graduates will attend civilian medical schools utilizing the military's Health Professions Scholarship Program. **Cohort 6:** 25 service members (10 Air Force, 6 Army, 8 Navy, and 1 Marine) are currently enrolled at George Mason University and transitioned to a distance-learning format of face-to-face videoconferences for their education in March due to COVID-19. EMDP2 Cohort 7 with 25 service members (8 Air Force, 9 Army, and 8 Navy) began classes at George Mason University on July 6.

Office of Medical Student Affairs (OSA)

- LT Charisse Villareal (**Class of 2020**) published “The Easy Elective—A Surprising Revelation in Medical School” in the journal JAMA Internal Medicine. In her manuscript she examined her experience in an elective class on metacognition, where one of her classmates shared a history of losing friends in war, and how creating a space for storytelling allows us to see one another in enlightening ways.
- **USU Students create a unique “COVID Cup” workout and wellness challenge.** This *USU Pulse* article says it all: <https://usupulse.blogspot.com/2020/06/usu-students-compete-in-covid-cup.html> (see photo at end of this quarterly report)
- **Class of 2021 resumed their clinical rotations** after completing 3, four-week virtual electives. Of note, over 1,500 hours of DL instruction in Health Professions Education were completed by students in the Class 2021 and members of the Class 2020. The class is also engaged in the campus dialog on racism, led by “Students as Peer Educators and Advocates for Reform” (SPEAR). Finally, the class is actively engaged in applying for GME, virtual interviews and awaiting final details of the JSGMESB timeline which will be modified by the pandemic.
- **Class of 2022** resumed their clinical rotations after a 12-week period of virtual learning. The virtual educational experiences completed by students included completion of the Institute for Healthcare Improvement (IHI) Open School basic Certificate in Quality & Safety, a comprehensive COVID-19 curriculum, telemedicine training, and a COVID Clerkship Interim Module. We are determined to keep this class and 2021 on track.
- **Class of 2023** swiftly pivoted to learning in a virtual environment. They recently completed their GI module and will have a brief period of academic "recapture" in July. They will participate in a two week Summer Leader Program (formerly known as the **Summer Operational Experience**) before the kick off of the academic year in August with a modified version of **Advanced Combat Medical Experience**. Their **White Coat Ceremony**, planned for May was postponed. It has been rescheduled for the Fall.
- **Class of 2024** starts 04 AUG. A virtual town hall with OSA in June drew over half of the incoming class on line to answer their questions about how USU is preparing for their arrival under pandemic conditions. While their questions were many, their energy and excitement was palpable!
 - **Members of the class are already beginning to arrive on campus** in anticipation of their Orientation, which starts on 4 August. Creativity and planning are being employed to construct a hybrid delivery model that includes in person and virtual elements to build community, establish a strong foundation, and ensure student safety.
 - A **“common read” initiative (Read with USU)** will be conducted with the incoming SOM medical and graduate students. The wider USU community is being encouraged to participate as well. The inaugural book is “Just Mercy” by Bryan Stevenson. Key themes to be explored will include professional identity, finding passion and drive to work hard, being open to learning from experiences, and the ongoing challenge of racism in U.S. society. These themes will be further explored through community conversations and within Reflective Practice.

Office of the Commandant (OCS)

- For the first time ever, we virtually out-processed all 176, Class of 2020 Graduates and had them at their GME sites in mid-May to complete quarantine prior to starting GME orientation.
- Our travel team processed hundreds of lodging and auto reservations and travel vouchers in the span of 10 days in order to ensure 2021 and 2022 students could complete newly required restriction of movements prior to returning to clinical rotations on 22 June. They are great!
- We maintained voice accountability with all students until they returned to face-to-face clinical rotations. Class of 2023 is still performing voice accountability in distance learning.
- We are pivoting to welcome the Class of 2024, particularly those not able to attend an officer training course. We will welcome them and train them in basic military requirements.

National Capital Consortium (NCC)/Graduate Medical Education

- All 66 programs and the institution are fully accredited. Currently out of all the programs, we only have a total of 12 citations. This is a record low for the NCC!

Graduate Education Office (GEO)

- **Admissions:** For the coming academic year (2020-2021), GEO has admitted 65 military and 22 civilian students in Master's and Doctoral program. The new students will be enrolling in 5 different graduate programs in the Pre-fall (July) and fall quarters (August).
- GEO organized its **first-ever virtual commencement on May 16** (2020), granting graduate degrees to 48 military and 18 civilian students, of which 48 received their master's and 24 doctoral degrees. The virtual commencement featured two stars of American science: **Dr. Alan Leshner** (Ex CEO of American Association for the Advancement of Science) and **Dr. Anthony Fauci** (Director of NIAID and a member of the WH Task Force).
- **GEO "COVID Cup"** To overcome COVID-19 social challenges, two SOM graduate students (military and civilian) led by **2LT Misha Strage** and **Ms. Laura Drebusenko** followed the lead of SoM medical students to organize their own competitive daily work out regime to promote fitness and teamwork. Through a fantasy sports style setup termed the COVID Cup, individuals earned points for their teams by performing daily workouts. The fitness challenge was open to all students, faculty, staff and family members. The competition wrapped up in June with winners receiving fun USU gear as prizes.
- **Faculty and Student Achievements:**
 - **Outstanding Biomedical Graduate Educator Award** was presented to **Dr. Tracy Sbrocco**, Professor and Director, of Medical and Clinical Psychology Graduate Program. The award was presented during GEO commencement 2020
 - **Cinda Helke Award for Graduate Student Advocacy** was awarded to **Ms. Laura Cutway**, Assistant Dean for Graduate Student Development and Support. The award was presented on the concluding day of USU Research Days 2020.
 - **Emma Bockman Memorial Award:** was awarded to **Ms. Camille Lake**, a student of the Emerging Infectious Diseases Program. The award was presented on the concluding day of the USU Research Days 2020.

Office of Medical Education

- **SoM Classes of 2021 and 2022** completed an array of clinically relevant distance learning activities and resumed clinical duties starting on June 22. The Office for Student Affairs did a magnificent job coordinating pre-rotation quarantine arrangements and accommodations.
- **SoM Class of 2023** successfully completed their 5th pre-clerkship module (GI, Hepatobiliary, Nutrition & Metabolism)--which was rapidly converted to 100% distance learning, on 25 June. After a 10-day period of leave, the Class will reconvene on campus for a 3-day "COVID-19 Recapture" curriculum, designed to provide small group, hands-on instruction on those facets of the GI & Neuro module that cannot be effectively taught via distance learning. To maximize the safety all students and faculty, all will use appropriate PPE--including universal mask wearing, and students will cohort for all 3 days. These activities will be followed by a 2 week period of **Officer Professional Development** that will be overseen by the University Brigade, because the COVID-19 pandemic made it impossible to offer our usual range of Service-specific Summer Operational Experiences.

Office of Diversity, Equity and Inclusion (DEI)

- Student groups now host regular **diversity, equity, and inclusion (DEI) focused Listening Sessions**. The first was sponsored by the USU chapter of the Student National Medical Association (SNMA) which led a discussion on racial injustice. This was followed up with a session led by "Students as Peer Educators and Advocates for Reform (SPEAR)" reviewing ideas on anti-racism. Additional talks in the series are planned.
- Faculty and resident leaders at the NCC were given a suggested model for incorporating DEI into GME. They are currently working with the USU diversity office to establish diversity committees within their training programs and the Housestaff Council.
- During the critical first two weeks in June, the Office worked with the brigade chaplain to provide a weekly virtual space for reflection called "One in Spirit" to give our community an important way to come together when our nation is facing uncertainty and social unrest.

Good News

Anatomy, Physiology & Genetics (APG):

- **Guzal Khayrullina**, Neuroscience Graduate student was recognized with Honorable Mention in 2020 Emma L. Bockman Award Competition.
- An article published in Journal of Comparative Neurology by **Dr. Sharon Juliano** and colleagues was among the top downloaded articles for 2019: The effect of Zika virus infection in the ferret. *J Comp Neurol*. 2019 Jul 1; 527(10): 1706–1719.
- **Courtney Petersen**, a fifth-year MCB graduate student, won best oral presentation at the USU Research Days Graduate Student Symposium.
- **Mr. Sreejato Chatterjee**, CHIRP Proteomics 2019 summer high school intern from Wooten High School, won 1st place in the 2020 Maryland BioGENEius competition under the guidance of his mentors **Dr. Meera Srivastava** and **Dr. Alakesh Bera**.
- **Dr. Matthew Wilkerson**, Research Associate Professor of Anatomy, Physiology and Genetics, received the American Association for Cancer Research's 2020 Team Science Award for his efforts as part of *The Cancer Genome Atlas*.

Dermatology (DER):

- **Dr. Leonard Sperling** was Visiting Professor (virtual) and speaker on alopecia for the Saint Louis University School of Medicine Department of Dermatology in April.
- **Dr. Thomas Darling** gave a webinar on “Mosaicism in TSC” in an event sponsored by the Tuberous Sclerosis Alliance on May 28.

Family Medicine (FAM):

- Numerous Family Medicine faculty stepped up to create and lead new DL electives for the SOM Classes of 2021 and 2022, offering these multiple iterations over a 3-month period.
 - **Maj Matt Hawks** organized and led the 6-week Clinical Clerkship Integrated Module, leading 6 core clerkships in teaching 6 weeks of learning content to quarantined clerks.
 - Other faculty led multiple iterations of 4-week electives:
 - **Dr. Winnie Gossa** – "Health Equity"
 - **Dr. Christy Ledford** – "Clinical Risk Communication"
 - **Dr. Jeff Leggit** – "DL Sports Medicine"
 - **CDR Francesca Cimino** – “Culinary Medicine-Health Meets Food"
 - **COL Dana Nguyen** – "Medical Professionalism Project"
 - **Col Aaron Saguil and CDR Mike Arnold** – "Primary Care Journal Club"
 - **Lt Col Jennifer Chang** – "Medical Metacognition".

Medicine (MED):

- Under the leadership of the program chairs, **Dr. Bill Kelly** and Dr. Girolamo Pelaia along with partners from the CHEST Italian Delegation, the American College of Chest Physicians held a 1-day Webinar on the most recent discoveries relating to COVID-19, pulmonary medicine, critical care, and sleep medicine. It drew 3,200+ registrants from over 105 countries and a cameo appearance by **Dr. Anthony Fauci**. Up to 700 people at a time played Dr. Kelly’s famous educational games between talks. Check out the video at <https://webinars.kenes.com/chestwebinar/>
- >20 medical students who were unable to complete clerkship experiences due to COVID-19 put their time to good use by working toward certificates in **Health Professions Education** by completing courses in a blended learning format.
- **COL Kevin Chung** was awarded a **\$15M grant** from DHA titled “PURIFY--a Study Purification of blood for the treatment of critically ill COVID-19 patients: An adaptive, multicenter, randomized controlled trial.” **COL Chung** was also awarded a \$5.05M grant to develop, test, and obtain FDA approval of a diagnostic device for the swift identification and quantification of pathogens.
- **Dr. David Scott**, received funding from NIH for a study entitled, "Engineering Specific Regulatory T cells to Treat Allergy." His work will explore the effects of expressing of specific antigen domains in regulatory T cells to modulating human diseases, like allergy."
- **Dr. Bill Kelly** was selected by the **American College of Chest Physicians, (CHEST)** as a **2020 Master Clinician Educator**. This award recognizes achievements of CHEST clinician educators who have made significant, long-term contributions to clinical practice, education, and academic research. Award presentation will take place during the opening ceremony at CHEST 2020 in October, Chicago, IL.

- **Dr. Lara Varpio** was selected by the Canadian Conference on Medical Education (CCME) for the Early Career Medical Educator's Mentor Award. She joins a very small group of distinguished faculty who have won the award.
- Congratulations to **Dr. Marena Pazgier** and her laboratory for providing important insights into the mechanisms of Fc-effector function of protective antibody responses to HIV-1.
- **Dr. Bill Kelly** has been selected as Chair of the upcoming "CHEST Congress," scheduled June 24-26, 2021, in Bologna, Italy.

Military and Emergency Medicine (MEM):

- In response to MS4s being suddenly unable to continue clinical experiences in hospital emergency departments due to COVID risks, **Lt Col Leslie Vojta** constructed a course called "Emergency Medicine Case Studies" to meet the learning objectives associated with evaluating patients with undifferentiated chief complaints.
- MEM national faculty member, **Lt Col Alexander P Keller IV**, was bestowed the Air Force Surgeon General's Research Award while attending Air War College at Maxwell AFB.
- May 21st was **National 'Stop the Bleed' Day**, and the American Red Cross rolled its new training course: *First Aid for Severe Trauma (FAST)*. It was developed by MEM faculty members **Craig Goolsby**, **Thomas Kirsch**, and others to provide education on how to recognize a life-threatening bleeding emergency, ensure safety, communicate effectively and apply direct pressure and/or tourniquets to Stop the Bleed.
- **Dr. Gillian Schmitz**, USU billeted faculty at Brooke Army Medical Center, was notified in June that she will receive the American College of Emergency Physicians (ACEP) **National Teaching Award** at ACEP's annual Scientific Assembly in October.
- **Drs. Francis O'Connor**, **Eric Schoomaker**, and **Dale Smith**, along with **Mr. James Schawartz** and **Dr. Melissa Givens**, delivered the first-ever seminar covering the entire content of the "Fundamentals of Military Medicine" textbook, which was first published in June 2019, for a dedicated group of Class of 2022 learners during their 2-week period of quarantine before they returned to clinical rotations.

Microbiology (MIC):

- **Dr. George Liechti**, Assistant Professor, was awarded a 5-year R35; (NIH MIRA Award for Early Stage Investigators) focused on examining how intracellular bacteria establish cell polarity. \$1,656,000.00.

Medical and Clinical Psychology (MPS):

- In response to the COVID-19 pandemic, the **Department of Medical and Clinical Psychology (MPS)** with the support of the **Center for Deployment Psychology (CDP)**, successfully transitioned eight courses to full, online delivery. This transition was accomplished without an interruption to any courses. The transition of **MPS** courses leveraged ongoing relationships among the **MPS**, **CDP**, and the **Val Hemming Simulation Center** to successfully integrate simulated patient interactions using video teleconferencing. This strategy allowed us to devise an OSCE for third year clinical psychology students.

Neurology (NEU):

- **Drs. Eric Meyer, David Mears and Margaret Swanberg** won the Teaching with Technology Award from the Uniformed Services University Educational & Technology Innovation Support Office.
- **J. Kent Werner, MD** was selected to receive the American Academy of Sleep Medicine (AASM) 2020 Trainee Investigator Award for his abstract titled "Poor Sleep Quality Predicts Serum Markers of Neurodegeneration and Cognitive Deficits in Warriors with Mild Traumatic Brain Injury."

Pathology (PAT):

- **CAPT Barbara Knollmann-Ritschel, MD**, Professor and Vice Chair of Education, Department of Pathology, was the Keynote Speaker in the COVID-19 "Biotechnology: A Way Forward" International Online Conference sponsored by the Manipal University of Jaipur, India, Department of Biosciences on April 30.

Pediatrics (PED):

- Pediatric Gastroenterology Fellow **LCDR Eric Pasman** won the Robert A. Phillips Award for Clinical Research and the Bailey K Ashford Award in the Walter Reed Research Competition. He also won the 35th Annual Navy-wide Academic Research Competition in the Staff category for "Quantitative Analysis of Tug Sign: An Endoscopic Finding of Esophagitis".
- **LTC Jeff Livezey** and the Clinical Research Unit will collaborate with **Dr. Naomi Aronson** and a team at Harvard to study the potential benefit of BCG on COVID, funded by DHA. LTC Livezey was invited to publish an article in the *Journal of Infectious Diseases* on the ethics of COVID human challenge models.
- The Division of Pediatric Infectious Diseases is playing an integral role in the implementation of the IDCRP's EPICC & COVID-19 research protocols, with **Drs. Patrick Hickey, Allison Malloy, and Michael Rajnik** serving as AIs. Dr. Malloy is coordinating cellular immunology work across multiple departments to ensure optimized use of samples.
- **Dr. Allison Malloy's** lab team is also developing in vitro and in vivo models to evaluate the host-specific responses to COVID-19; partnering with USAMRIID to develop a microfluidics model of the human lung to study SARS-CoV-2, plus murine models. She is also partnering with WRAIR and the Trudeau Institute in NY to develop murine models of SARS-CoV-2 as well as analyze vaccine candidates.
- The Laboratory of Infectious Diseases and Host Defense, led by **Dr. Allison Malloy**, was recently awarded an R01 entitled "Respiratory mucosal immune development in early life and the quest for protective local memory against respiratory syncytial virus." This work has implications for understanding COVID19 immune response and pathology.
- **USU Pediatric Infectious Diseases** is leading the clinical effort for the first military health system pediatric patient diagnosed with Multisystem Inflammatory Syndrome in Children associated with COVID-19. They have also supported the development of clinical guidance through the clinical management guide.
- **Dr. Michael Rajnik** is the Subject Matter Editor for COVID-19 for the journal PLOS Neglected and Tropical Diseases. **COL Patrick Hickey** and Peds ID fellow **Maj Alison Helfrich** are SMEs for the DHA's COVID-19 Clinical Management Guidelines. Led by the

efforts of **Col. (sel) Matthew Eberly**, USU PED ID has also contributed to patient care at WRNMMC, providing clinical supervision for 9-10 weeks.

- **Dr. Michael Rajnik**, PED ID division director, was selected for the 2020 American Academy of Pediatrics Section on Uniformed Services Outstanding Service Award.
- **LCDR Sebastian Lara** and USU collaborators **CDR Christopher Foster**, **Maj Matthew Hawks**, and **Mr. Michael Montgomery** have an abstract in *Academic Pediatrics* describing implementation of a tele-OSCE for use in clerkship student assessment. They were one of 10 submissions selected from among 172 entrants.

Pharmacology (PHA):

- Three presentations won awards at Uniformed Services University Research Days: **Ludovic Langlois** (Best poster, postdoc, **Nugent Laboratory**); **Moriah Jacobson** (Best presentation, postdoc, **Lucki Laboratory**); and **Camille Lake** (Emma Bockman Award).
- **Dr. Robert Kortum** was recently awarded a Collaborative Research Agreement (CRADA) with Boehringer Ingelheim. The agreement funds them to study SOS1 inhibition as a therapeutic target in RTK/RAS-pathway driven tumors for non-small cell lung (EGFR, KRAS) and bladder (HRAS) cancer.
- **Dr. Kari Johnson** published a new chapter titled “Allosteric modulation of metabotropic glutamate receptors in alcohol use disorder: Insight from preclinical investigations” in the book: *Advances in Pharmacology; From Structure to Clinical Development: Allosteric Modulation of G Protein-coupled Receptors*. The chapter reviewed the effects of metabotropic glutamate receptor modulation in rodent models of alcohol exposure and considers opportunities and challenges related to translating these findings to the clinic.
- **Dr. Andrew Snow**, a member of the COVID Human Genetic Effort Steering Committee, helped publish a commentary describing an international consortium focused on determining the genetic etiology of severe COVID disease in young, otherwise healthy individuals. Casanova JL, Su H, and the COVID Human Genetic Effort. A global effort to define the human genetics of protective immunity to SARS-CoV-2 infection. *Cell* 2020,181:1194-9.
- **Dr. Andrew Snow** described the unique aggregation and signaling properties of CARD11 molecules harboring gain-of-function mutations, both somatic (B cell lymphoma) and germline (BENTA disease), which may prove therapeutically targetable for associated diseases without disrupting normal CARD11 signaling. “Gain-of-function mutations in CARD11 promote enhanced aggregation and idiosyncratic signalosome assembly.” *Cellular Immunology* 353:104129.

Physical Medicine and Rehabilitation (PMR):

- **Dr. Rory A. Cooper**, Adjunct Professor, recently won the prestigious 2020 Excellence in Government Gold Award in the Outstanding Contribution to Science category. Dr. Cooper was awarded this honor by the Pittsburgh Federal Executive Board (FEB) after being selected out of 131 nominations from 20 participating federal agencies.
- WR Inpatient Occupational Therapy and Physical Therapy Services (**Grace Yaa Fordman, OTR/L**; **CPT Dominique Gamble, DPT**; **HN Richard Gallano**) collaborated with Internal Medicine (**Dr. Erika Walker**) to compile a *COVID-19 Patient and Caregiver Guide* for managing patients upon discharge to home. It has been approved and is now being utilized.

- On May 18, Adjunct Professor **Dr. Rory Cooper** was revealed as the #28 Inventor in the US Patent and Trademark Office "Collectible Card Series." The reveal was done at the Smithsonian Institute of American History by the Deputy Director of the USPTO Laura Peter during Military Invention Day of the Lemelson Exhibit.
- Assistant Professor **Dr. Allison Symsack** won first place in the Evidence-Based Practice category of the annual WRNMMC Research and Innovation Month poster competition for her poster. The annual competition is hosted by the Department of Research Programs to celebrate the critical role of research in military medicine.

Preventive Medicine and Biostatistics (PMB):

- PMB graduated 22 Master of Public Health (MPH), 10 Master of Health Administration and Policy (MHAP) Students, 1 Master of Tropical Medicine and Hygiene (MTM&H), and 1 Master of Science in Public Health (MSPH) on June 18. PMB recognized the graduates and awardees below through a successful virtual graduation ceremony, thanks to assistance from the PMB Graduate Program office and External Affairs (Ms. Holland).
- **CDR David Jackson**, USPHS, was awarded PMB's annual CAPT Richard Hooper memorial award for outstanding public health research by a graduate fellow.
- PMB students, alumni and faculty were inducted into the **Delta Omega Honorary Society in Public Health** to recognize outstanding achievement in the new field. Inductees included:
 - Faculty: **Dr. John Barrett** and **Dr. Darrell Singer**
 - Alumni: **CDR Tai Do**, **Lt Col Chelsea Payne**, and **CDR Brianna Rupp**
 - Students: **MAJ Lynnea Jensen**, **Maj David Sayers**, and **CDR Amanda Self**
- **Dr. Cara Olsen** won PMB's Outstanding Educator Award for 2020. She served as Course Director, PMO503 Introduction to Biostatistics (Required course for MPH students; 30 students/year, 42 lecture hours), and directed the Epidemiology/Biostatistics core thread in the MS Preclinical Curriculum.
- **LT Marlon Tingzon**, USN, won PMB's Esprit de Corps award, This "Outstanding Student" Award is presented by the faculty to recognize students for demonstrating exceptional leadership abilities as a Public Health professional.
- **CPT Hunter Smith** won the prestigious annual American College of Preventive Medicine (ACPM) Don Gemson resident of the year award, given to the top resident out of 250 total.
- **LTC Eric Garges** won an **\$8M clinical trial award** to evaluate the effectiveness of the meningitis vaccine for STD protection. He also has 3 GEIS funded studies (\$1.2M).
- **Dr. Celia Bryne** was awarded a **\$2M CDMRP Grant** to study Polycyclic Aromatic Hydrocarbons (PAH) and Breast Cancer Risk. This study aims to determine the association between exposures to polycyclic aromatic hydrocarbons among young women in the US military and breast cancer and evaluate if the risk is modified by genetic susceptibility.
- **Col Amy Costello** and **CAPT Pam Krah**, the Directors of the USU Preventive Medicine and Occupational Medicine residency programs, respectively, provided exceptional educational support to the School of Medicine in responding to the COVID-19 outbreak. They took on the extra duties of supervising 20 students for 4 week rotations at short notice.

Psychiatry (PSY):

- Members of the Department of Psychiatry participated each week in June as panelists in a series of **weekly webinars for HERO-NY**, a collaboration initiated by the Mayor of New York City between DoD and NYC are Subject Matter Experts to train master trainers in

fostering mental health and well-being for frontline workers in the COVID19 response. Over 500 trainers at various hospitals participated in each of the webinars.

- **Dr. David Benedek** was a panelist on the Walter Reed Army Institute of Research webinar, entitled "Fostering Community Health & Well-being in Challenging Times," along with the WRAIR's Drs. Amy Adler and LTC Vin Capaldi. They presented information to the world-wide WRAIR community related to self-care practices and access to mental health care
- **Dr. David Benedek** was a panelist on USU Center for Disaster Medicine and Public Health's webinar "Wellbeing of Healthcare Workers during COVID19 (hosted by Dr. Thomas Kirsch) along with two researchers from the Mount Sinai Hospital Center. They discussed public health response to the psychosocial consequences of the pandemic for frontline workers. The webinar was posted on *PreventionWeb*, the global knowledge platform on disaster risk reduction managed by the UN Office for Disaster Risk Reduction (UNDRR).

Surgery (SUR):

- **Dr. Kyle Remick** recently coordinated a meeting with leadership of MIEMSS and the Maryland trauma system to promote MTF involvement in trauma care.
- Despite the cancellation of MHSRS, 80 abstracts were submitted with 65 accepted including 10 oral presentations. These will be resubmitted for other venues.
- For this quarter alone, SUR published 97 papers, 22 national presentations and had 4 new funded grants. This is in addition to 15 new manuscripts submitted.
- SUR successfully conducted ASSET+ course which featured a site visit by the Army DSG (and USU alum) **MG Telita Crosland**.

Center for Deployment Psychology (CDP):

- The **Center for Deployment Psychology** was awarded the bronze medal in the International Serious Play Awards for the Snoozeum, an innovative tool to help behavioral health providers address deployment-related sleep disruption in service members and veterans. The Snoozeum is a virtual museum built in Second Life featuring interactive displays and activities related to sleep and deployment-related sleep disruption. While it is intended as an adjunct to CDP's two-day training workshop in Cognitive-behavioral Therapy for Insomnia, it also can be a stand-alone experience for visitors wanting to learn more about these topics.

Center for the Study of Traumatic Stress (CSTS):

- CRSR researchers submitted to the TATRC U.S. Army Advanced Medical Technology Initiative (AAMTI). The proposal aims to evaluate the feasibility and preliminary clinical effects of implementing a Virtual Dog Training Program (VDTP).
- A research proposal, "An Integrated Sonomyographic Prosthetic Control System" was recommended for funding by the Joint Warfighter Medical Research Program (JWMRP).
- On May 14, **Mr. William Roddy** presented his presentation titled: "DoD COVID-19 Data Availability and Resources", to the Pain Management Collaboratory Coordinating Center (PMC3) Spring 2020 Steering Committee.
- Dr. Cohen and his team recently published an important manuscript in the Pain Medicine Journal that provides a framework for pain practitioners and institutions to balance the often-conflicting goals of risk mitigation for health care providers, risk mitigation for patients, conservation of resources, and access to pain management services.

- Two abstracts from CRSR were presented virtually at the Eastern Psychological Conference Annual Meeting on June 17-18. Both focused on service dog training for service members with posttraumatic stress symptoms and strategies to boost resilience.

Infectious Disease Clinical Research Program (IDCRP):

- **Professor David Tribble** and **CAPT Tim Burgess** serve as technical advisors to the Operation Warp Speed (OWS) Vaccine Development Team Clinical Group and on the DoD OWS Vaccine Acceleration effort focused on MTF clinical trial capacity for Phase 3 effectiveness testing for SARS-CoV-2 vaccines. In addition, CAPT Burgess serves as a DoD representative to the NIH-led Accelerating COVID-19 Therapeutic Interventions and Vaccines (ACTIV) public-private partnership initiative, and CAPT Burgess serves on the NIH-led HHS COVID-19 Treatment Guidelines Panel as the DoD ex officio representative.
- IDCRP and MTF clinical research sites collaborated in the multi-center, multi-national **Adaptive COVID-19 Treatment Trial (ACTT)**. The first stage of this randomized controlled trial (ACTT1) determined the antiviral drug remdesivir reduced time to recovery by 31% and showed a trend toward decreased mortality among adults hospitalized with moderate to severe COVID-19, the first study to demonstrate clinical benefit for this disease.
- **IDCRP activated the prospective natural history study, “Epidemiology, Immunology, and Clinical Characteristics” of emerging infectious diseases with pandemic potential (“EpICC”)** at WRNMMC, Fort Belvoir Community Hospital, Brooke Army Medical Center, Naval Medical Center San Diego and Madigan Army Medical Center to begin systematic collection of data informing clinical features, risk factors, outcomes and virologic and immunologic characteristics of SARS-CoV-2 infection among MHS beneficiaries. **As of 30 June, 377 study volunteers have been enrolled for longitudinal follow-up and over 2,000 biological specimens** collected to address critical questions regarding predictive factors for disease progression and outcomes.
- **Professor David Tribble**, collaborating with the Joint Trauma System and DHA, spearheaded the inception and development of the DoD COVID-19 clinical case registry.
- IDCRP supported the execution of two cross-sectional studies to **determine prevalence of SARS-CoV-2 infection** among military healthcare workers and ancillary staff deployed to clinical support operations providing healthcare in New York City’s Javits Center field hospital and the USNS COMFORT hospital ship
- IDCRP is collaborating with **Prof. Chris Broder** and **Dr. Eric Laing** (MIC) to develop a serologic assay tool to address critical questions regarding the impact of antibody responses to human coronaviruses on infection risk and outcomes from SARS-CoV-2 infection.

Murtha Cancer Center Research Program (MCCRP):

- MCC signed a key agreement for CPDR to work directly with the NCI.
- On Mar 18, **Dr. Craig Shriver** suspended all research protocol enrollment activities at MCCRP network sites to reduce patient risks due to COVID-19 virus. Four network sites have begun specimen collections: WRNMMC, MAMC, NMCP, and AAMC.
- On June 11, WRB DRP/IRB acknowledged that MCCRP will resume recruiting, consenting and enrollment procedures for designated IRB research protocols. MCCRP will adhere to current WRB institutional and CDC guidelines to protect patient safety. Six WRB departments have been identified to resume consenting operations: General Surgery, Breast Care Center, Hem-Onc, Dermatology, Surg-Onc and Gyn-Onc.

- On June 9, **Dr. Craig Shriver** approved use of the CBCP's -80 freezer in room 3353 WRB Building 19 for short-term storage of specimens for Dr. Roswarski's AstraZeneca CALAVI (acalabrutinib) COVID-19 clinical trial.

Surgical Critical Care Initiative (SC2i):

- Completed validation of new multiplex protein clinical diagnostic biomarker panel and finalized cohort of trauma patients with and without ARDS.
- Launch of WounDXTM product team prior to an anticipated FDA submission.
- Endorsement of SC2i's Sepsis prediction tool by MHS Critical Care community and start of DHA MTF implementation.
- SAMMC to become the SC2i's 4th site clinical site.
- Published 5 key manuscripts in leading journals such as *Annals of Surgery*, *Surgery* and *Journal of Trauma* highlighting biomarker-driven clinical decision support tools.

Val Hemming Simulation Center (SIM):

- **Ms. Betsy Weissbrod** completed the process of a tech transfer for her wearable combat tattoos under the HJF Tech transfer agreement. The product is commercially available.
- Working with a number of USU departments and the NCC GME Program Directors, the Simulation Center has conducted several "Virtual Patient Interactions" to substitute for live clinical training events that allowed learners to "stay on track" toward fulfillment of their educational requirements in UME and GME.
- We successfully transitioned to resuming live patient events for SOM and GSN students in the pre-clinical phase with added precautions for COVID-19.
- The Val Hemming Simulation staff and the Education Section of the Department of Pediatrics at USU collaborated to create a pediatric clerkship virtual clinical skills assessment which won the USU Education Day USU Innovation in Education, Clerkship/Clinical Category Award.



USU's "COVID Cup Challenge" in Action

Appendix

Center for Health Professions Education (C-HPE) Distance Learning Lab (DLL)

With the development of distance learning (DL) capability and resources, the School of Medicine (SoM) is leading a pilot (PPM-002-2019 SOM) to offer graduate certificate programs in Global Health (GH), graduate certificate and degree programs in Health Professions Education (HPE), and lay the groundwork for other academic programs that may have an interest. In that context, the SoM has developed the Distance Learning Lab (DLL), located in the C-HPE, and staffed by faculty with expertise in DL to provide support for faculty to transition their instruction to distance delivery. We offer “faculty-focused service” responding to faculty needs and level of comfort with DL.

Phase 1 (February to December 2019):

1. Course development for Global Health and Health Professions Education

- The HPE course development model can be used to successfully revise and develop courses.
 - Developed or revised over 15 HPE courses.
 - Developed a new course for GH (PMO 1032: Practical Monitoring and Evaluation).
 - Developed a self-paced Getting Started in HPE series of modules for faculty in the Graduate School of Nursing, Postgraduate Dental College, and the Veterans Administration.

2. Develop an administrative framework to replicate DL programs in USU's schools and colleges

- Provided administrative support to the Global Health program
- We have prepared two documents for SoM programs that wish to convert to DL:
 - **Online Administrative Program Support** is a 24-page document that focuses on the administration of DL programs and includes guidelines for: Admissions, Academic Advising, Out Processing, Program Database, and Honoraria.
 - **Online Teaching and Learning Support** sections are: Course Support, Faculty Support, and Student Support.

Phase 2 (January to December 2020): Support new programs that have an interest in DL.

- Developing a DL module based on the recently published book, *Fundamentals of Military Medical Practice*, for HPSP medical students and first year military resident physicians
- Developing 2 courses for the Tropical Medicine certificate program (11 credits).
- By the end of this second phase we will better understand how to build DL for faculty that are less facile with DL than phase 1. The major challenge will be having sufficient faculty time to teach DL courses in addition to existing face to face courses.

Phase 2 Pivot: (March to December 2020): Support SoM Faculty Transition to Distance Learning (DL) for UME Instruction

Directed to quickly pivot DL to support pre-clerkship instruction in early March, the DL Lab ramped up support for module directors, course directors, and faculty who had to immediately

change their delivery of instruction. The DL Lab is now also beginning to work with clerkship directors to develop DL instruction. Since March 13, the Lab has supported faculty in **faculty in 27 departments** through three pathways:

- **300 new faculty users** have accessed a **website** located on the USU COVID-19 home page that offers faculty a variety of resources for how to conduct their instruction synchronously, recording their presentations, and creating asynchronous instruction in the Sakai platform.
- **85 faculty or faculty teams** have received **Individual consultations** conducted virtually, which included support for recording videos, best practices in synchronous virtual small group instruction, and creating assessments and quizzes in Sakai.
- **25 workshops** have been offered virtually through Google Hangout (typically twice weekly) focusing on topics as using Adobe Connect and Google Hangout for synchronous instruction, best practices for small group instruction, and using tools in Sakai for asynchronous instruction.

Supplement

Tab 35

Graduate School of Nursing

Board of Regents Brief

Submitted by: Carol A. Romano, PhD, RN, FAAN

Date: July 13, 2020

Title & School: Dean, Graduate School of Nursing

Phone: 301-295-9004

Purpose: Information

Action _____

Subject: Dean's Report – Graduate School of Nursing

Education

- 100% first time pass rate for clinical specialist, nurse anesthetists and all nurse practitioners.
- Curriculum underwent a major overhaul in 2019-2020, integrating content from 7 courses into 2 using a case-based approach, and re-sequencing content to increase student retention and potentially decrease faculty burden. This transformation positioned the GSN very well for the rapid transition to online delivery during the SARS CoV-2 pandemic
- PhD program changed from quarters to semesters and are finishing work with the registrar to convert transcripts from quarter to semester units.
- PMH faculty received training in [iCover-Med](#), a stress management program for small combat units from the Psychological Center for Excellence.
- Two collaborations with the University of Pennsylvania: continued CRNA interdisciplinary Pain course completed by all anesthesia students and emerging interest in collaborating to provide critical care experiences for our students.
- Military Sexual Trauma course moved to October to fill gap created by rescheduled MCM/Bushmaster, Interprofessional format with Joint Base SATX physical assistant/ sexual assault medical forensic examiner (SAMFE) collaboration.
- Air Force & Navy specialty leaders are working with AGCNS program faculty to determine feasibility to expand the program to include Acute Care ICU/Emergency specialty focus.
- Transition of ACLS/PALS training in the MHS from AHA to the Red Cross presents challenge as many civilian anesthesia clinical training sites refuse to accept Red Cross courses. GSN is funding AHA training for anesthesia students.
- AGCNS 4 day High Level Disinfection workshop has grown so large that West coast MTFs asked the GSN to offer the event in California this year as well. MAJ Rodriguez is leading the expansion of the HLD program to West Coast sites.

GSN Response to SARS Co-V2

Current Status

- GSN moved seamlessly to COVID19 Phase 1(June 22) and to Phase 2 (July 13)
- All courses remain online; with exceptions for testing, clinical health assessment simulations anatomy lab. Physical distancing and safety precautions in place.
- 70-80 % of faculty teleworking
- Clinical rotations coordinated with waivers for restriction of movement (ROM) and exceptions to travel policy (ETP).

Impact on Faculty and Staff

- Wellness initiatives: Wellness Website; Exercise competition Let's get moving; weekly resiliency activities. Lt Col Owen worked with Faculty Senate to expand wellness initiatives for faculty across USU.
- Search committee interviewing faculty using GoogleMeet with final candidates coming in for in-person interviews
- Dean Romano GSN Commandant, GSN Faculty President, and faculty volunteers are working together to create a safe space to have difficult conversations about implicit/unconscious bias and racism

Impact on Cohorts

Class of 2020

- Class graduated 6 weeks early. Students gradually transferred to next assignments with ETPs coordinated.

Class of 2021

- Anesthesia & Nurse practitioner students in Phase II status, rotating in civilian sites for access to cases. ETPs coordinated.
- Faculty closely monitoring total clinical hours and experiences

Class of 2022

- Ultrasound course originally planned for March 2020 rescheduled for July and September and redesigned with two sections and SARS CoV-2 precautions and registrar adjustments.
- Highly volatile clinical training environment
 - Hours of work for faculty securing clinical sites
 - Some MTFs requiring quarantine for students
 - Some clinics closed
 - Multiple MTFs turned students away due to lack of preceptors.

Class of 2023

- Significantly delayed arrival; Orientation collapsed to 2 days; restructured curriculum for 6 week delay; delayed graduation
- Required many ETP memos and service communications to get this cohort here by 15 JUN 2020: Significant variation between services
- Physical distancing created an urgent need for new educational software: [Shadow Health](#) physical assessment software; [SonoSim](#) (ultrasound software); Online suture course
- Weekly “Monday Motivation” wellness sessions implemented to support cohort

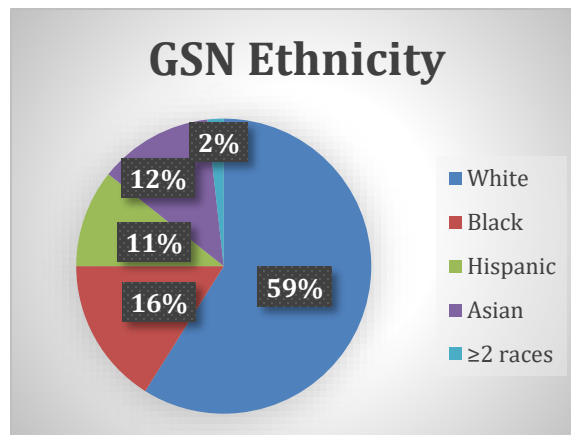
PhD

- Pre-dissertation phase: courses continued online
- Dissertation phase: Most students had to make significant adjustments to data collection (3 year timeline for military officers). Challenges clearly described by [CDR Melissa Troncoso](#) in 6 May 2020 USU Pulse Article

Student Updates

2020 Admissions: Class Demographics-56 students matriculated

- **Service:** 34% Army, 34% Navy, 32% Air Force
- **Specialty:** 21 nurse anesthesia, 18 family nurse practitioners, 12 psych-mental health nurse practitioners, 3 clinical specialists, 2 PhD
- **Gender:**
 - APRN: 50% male, 50% female & PHD: all male
 - This is very unusual in graduate nursing; nationally 11% of nurses are male
- **Prior Enlisted:** 25 students (45%)
- **Prior Earned Master’s Degree:** 22 students (40%)
- **Ethnicity:** 23 students (41%) are from underrepresented racial and ethnic communities.



Faculty Research and Scholarship

Publications and Presentations

- **Archer, H.R.** (in press). Fibromyalgia. In Orthopaedia. The Codman Group: Narberth, PA [Peer reviewed](Invited)
- **Carr S.N.**, Reinsvold R.M., Heering T.E., Muckler V.C. Integrating the STOP-Bang Questionnaire Into the Preanesthetic Assessment at a Military Hospital [published online ahead of print, 2020 Apr 30]. *J Perianesth Nurs*. 2020
- Turner, MA, Feeney, MK, **Deeds, JL**. Improving endotracheal cuff inflation pressures: an evidence-based project in a military medical center. *AANA J*. 2020; 88(3): 203-208.
- **Hamlin, L.** (In Press). National model for a nursing faculty affairs office. *Journal of Professional Nursing*. <https://doi.org/10.1016/j.profnurs.2020.05.006>.
- **Kostas-Polston, E. A.** (2020, June). *Engaging in Evidence-Informed Policymaking: Building a Case for Change*. Invited presentation to the Air Force Women's Initiative Team, Line of Effort 3: Female Specialized Healthcare Programs & Policies. Pentagon City; Arlington, VA.
- **Kostas-Polston, E. A.** (June 2020). The Role of HPV Vaccination in Prevention of HPV-Associated Infection, Disease, and Cancer. American Society for Microbiology Club at Uniformed Services University.
- **Kostas-Polston, E. A.**, Braun, L. A., & Trotter, C. (2020, August). *Advancing Operational Readiness and Global Health Engagement: Military Women's Desire for Access to a Readily Available Urogenital Self-Test and Self-Treatment Kit*. Accepted for Oral Presentation of scientific paper at the 2020 MHSRS Conference, Kissimmee, FL.
- **Kostas-Polston, E. A.**, Bevans, M., Johnson-Mallard, V., and Alexander I. M. (2020, October-November). *Ensuring accountability for consideration of sex as a biological variable in research*. Accepted peer-reviewed, oral, policy dialogue at the American Academy of Nursing's, 2020 Transforming Health Driving Policy Conference; Washington, D.C.
- Stucky, C., De Jong, M., **Rodriguez, J.A.** (2020). A Five-Step Evidenced-Based Practice Primer for Perioperative Registered Nurses. *AORN Journal* (Publication Date September 2020).
- The International Association of Healthcare Central Service Materiel Management (IAHCSMM) (July 6, 2020). **Rodriguez, J.**, Hooper, G. (2019). Adenosine Triphosphate-

Bioluminescence Technology as an Adjunct Tool to Validate Cleanliness of Surgical Instruments.

- Giordano, N.A., Compton, P., Joseph, P.V., **Romano, C.A.**, Piano, M.R., Naylor, M.D. (in press 2020) Opportunities and Challenges Presented by Recent Pedagogical Innovations in Doctoral Nursing Education, *Journal of Professional Nursing*.
- **May 2020 Virginia Association of Nurse Anesthetists District 1 Spring Meeting**
 - Beasley, L., Blais, J., Garcia, R., Tio, K., **Suszan, L., & Rucker, M.** Risk factors for persistent post-surgical pain: implementation of a risk assessment questionnaire.
 - Bokan, M., Camp, J., Nagle, K., **Rucker, M., & Suszan, L.** Implementation of a conductive fabric warming mattress to maintain normothermia in cesarean deliveries (Dean's Honorable Mention Award)
- Morganstein, J. C., West, J. C., **Schimmels, J.**, & Benedek, D. M. (2020) Response to and recovery from the SARS COV-2 SARS COV-2 COV-2-19 pandemic: What will it take? *Psychiatry*, 00, 1-6. doi: 10.1080/00332747.2020.1750928
- Schramm, J. (2021, in press). Hypertension Guidelines. In Clinical Practice Guidelines for Primary Care Providers (4th ed). Scott, LA: Advanced Practice Education Associates (APEA).
- Schramm, J. (2021, in press). Hyperlipidemia Guidelines. In Clinical Practice Guidelines for Primary Care Providers (4th ed). Scott, LA: Advanced Practice Education Associates (APEA).
- Schramm, J. (2021, in press). Type 2 Diabetes Guidelines. In Clinical Practice Guidelines for Primary Care Providers (4th ed). Scott, LA: Advanced Practice Education Associates (APEA).
- Schramm, J. (2021, in press). Type 1 Diabetes Guidelines. In Clinical Practice Guidelines for Primary Care Providers (4th ed.). Scott, LA: Advanced Practice Education Associates (APEA).
- Wysocki, K., & **Seibert, D.** (2020). Genomics of aging: Genes, adducts, and telomeres *Journal of the American Association of Nurse Practitioners*, 32(6), 419-422
- **Seibert, D.**
 - Microbiome genomics: clinical practice implications; AANP National Conference, June 2020 (selected, presented virtually on 15 JUN)
 - Genetics 2020: Genome Editing; AANP National Conference, June 2020 (selected, for presentation)
 - Fixing What's Broken: DNA Maintenance and Repair 2020 AANP National Conference (selected, for presentation)

- Disruptive Education for the 21st Century: 2020 AANP National Conference (selected, for presentation)
- **Taylor, L.**
 - Presentation Power, International Transplant Nursing Society conference (.25 CEU)
 - Building a Just Nursing Culture: Steps to Build Wellness and Resilience (.5 CEU) International Webinar and course module May 2020
 - Optimizing your optimal time: Time Hacks for Everyday. &. Building an Application that Shines for YOU; AACN, webinar presentation
- Marsh, E., **Uranga, T.**, & Mark, A. L. (2020, April). Managing Anxiety and Stress Amid SARS CoV-2, [electronic newsletter]. CANA Member e-Letter.
- Griffis, C., Mark, A. L., Marsh, E., & **Uranga, T.** (2020, May 2). Finding Strength in Uncertainty: Wellness Strategies for CRNAs & SRNAs During the Pandemic. CANA 2020 Web Conference, <https://canainc.org/event/cana-2020-web-conference/>
- *Krause-Parello, C.A., Friedmann, E., **Wilson, C.**, Hatzfeld, J., Kolassa, J., Morales, K., & Hackney, A. (2020). Diverse care needs of the active military after aeromedical evacuation: The efficacy of an animal-assisted intervention to reduce biological and psychological stress. Abstract accepted, but cancelled due to SARS CoV-2 for Southern Nursing Research Symposium, New Orleans, LA MAY 2020 *
- Buechel, J. J., Fry-Bowers, E. K., **Wilson, C.**, Spalding, C., Brock, W. W., Drake, E. M., Dye, J. L., & Todd, N. M. (2020, April). U.S. Military Service Members Navigating Infertility Care: A Grounded Theory Approach. Abstract accepted, but cancelled due to SARS CoV-2 for TriService Nursing Research Dissemination Course, San Antonio, TX. <https://www.usuhs.edu/tsnrp/presentation-abstract/us-military-service-members-navigating-infertility-care-grounded-theory>

Faculty & Staff

Accomplishments

- RNA Program faculty members: CDR Raymond Bonds, CDR Justin Hefley, and LTC William Sellers each received the Defense Meritorious Service Medal.
- Dr. Linda Wanzer, founding Chair of the GSN Clinical Nurse Specialist program named Emeritus Professor on her retirement.
- Dr. Laura Taylor was appointed to the position of Program Director/Chair of the Adult Gerontology Clinical Nurse Specialist (AGCNS) program.
- Lt Col John Williamson promoted to Colonel and LCDR Danielle Cuevas promoted to CDR.

- LTC Schimmels was selected as the recipient of the 2020 American Psychiatric Nurses Association Award for Excellence in Leadership.
- MAJ Jose Rodriguez's article on use of Technology to Validate Cleanliness of Surgical Instruments was competitively selected to receive the 2020 *AORN Journal* Writers Award.
- Dr. Jill Schramm was selected as a member of the National Diabetes Research Committee for the Association of Diabetes Care and Education Specialists
- Lt Col Bradley won the innovation in education/preclinical award for 2020 Innovation in Education Day- including a \$2500 grant.
- Dr. Elizabeth Kostas-Polston, received \$1.4 million to study the impact of the availability of water and basic sanitation on female hygiene practices and urogenital health. She was also was invited to present to the Air Force Women's Initiative Team, Line of Effort 3: Female Specialized Healthcare Programs & Policies at the Pentagon.

Manpower

- Seven Administrative vacancies: Three filled with contractors, two with candidates in the hiring process.
- Six faculty vacancies: two in the interviewing/selection process, one hired for August start date

Supplement

Tab 36

Postgraduate Dental College

Uniformed Services University of the Health Sciences Board of Regents

Board Brief

Submitted by: Thomas R. Schneid, DMD, MS Date: July 13, 2020

Title & Department: Executive Dean, Postgraduate Dental College (PDC) Phone: 210-299-8506

Purpose: Information X Action

Subject: PDC Update

Significant Issues:

1. Graduation ceremonies were held at 7 PDC locations in May and June. Including the 1 student for whom degree endorsement and approval is being requested at this meeting and 1 additional student projected to graduate in the fall, 78 graduates will have been awarded Masters of Science (MS) in Oral Biology degrees for this academic year, bringing the total number of degrees awarded to 547 since the PDC formed in 2010. Due to the COVID pandemic, this year's ceremonies varied from their traditional formats. Also, the 2020 graduation ceremony held at Keesler AFB was the final ceremony at that location, since the MS degree level programs at that location were closed effective July 1, 2020.
2. A total of 164 Army, Navy, and Air Force PGY-1 General Dentistry Certificate students will graduate during the month of July from 27 military programs affiliated with the PDC.
3. 72 Army, Navy, Air Force, and Coast Guard MS degree students have matriculated in 18 residencies at 6 locations within the 3 Postgraduate Dental Schools. Army and Air Force residencies started training on July 1, 2020. The Navy residencies will start on August 3, 2020 due to COVID-related permanent change of station delays. 175 Army, Navy, and Air Force general dentists that are entering active duty will begin their 12-month PGY-1 certificate programs this summer in PDC-affiliated military residencies.
4. Following postponement from the previously scheduled October timeframe, the PDC remains involved in planning for dental student involvement in the next iteration of Military Field Practicum 101 when alternate dates have been selected.
5. COVID Update:
 - The 2020 academic year ended on June 30th. The COVID-19 pandemic had a significant effect on clinical training, but because of the timing of the interruption of clinical operations,

program completion date with attainment of clinical competency was not affected for this year's graduates. Students provided urgent, emergent, and mission essential clinical care and completed didactic requirements through the use of distance learning when face to face instruction could not be accomplished with proper physical distancing. Future classes could experience a greater impact as Services determine safe processes and procedures for providing accreditation-required, non urgent, aerosol generating dental care for their patients. As these processes are developed, residences will re-sequence elements of the curriculum in order to front-load didactic, laboratory and research requirements, which will permit a greater emphasis on clinical requirements at a later date.

- The PDC contributed lessons learned to the University's COVID-19 Pandemic After Action Report.

6. Research Update:

- The Naval Postgraduate Dental School (NPDS) and the AFPDS selected their top research projects from their respective 2020 graduating class. LCDR Kerry Baumann, graduate from the NPDS Oral & Maxillofacial Pathology Residency, was recognized for her MS research, *Distribution of Human Tongue Fat and Obstructive Sleep Apnea*. She was also awarded the Navy and Marine Corps Achievement Medal for the Chief of the Navy Dental Corps' Award for Excellence due to her superior performance as a graduating resident. Major Bracken Smith, graduate from the AFPDS Endodontics Residency at JBSA Lackland TX, was recognized for his MS research, *Targeted Endodontic Microsurgery: Implications of the Greater Palatine Artery*. The Army Postgraduate Dental School will be naming their winner later this year.

- PDC-affiliated programs actively participated in the San Antonio Military Health System and Universities Research Forum (SURF). The program was delivered in a virtual presentation format. PDC contributions included five oral presentations and three poster presentations.

- The Associate Dean for Dental Research actively participated on the following committees and working groups intended to address pandemic-related issues within the University arena:

- 1) Pandemic Campaign Plan Planning Committee
- 2) Return to Research Working Group
- 3) USU AMSUS Planning Committee

- PDC personnel currently are creating a contingency plan for the completion of MS research requirements associated with unforeseen events (e.g., pandemics, natural disasters, etc.).

7. Faculty Affairs Update: There are currently 401 non-billeted faculty in the PDC.

- Col (Dr.) David Klingman, Consultant to the Air Force Surgeon General and USU Associate Professor of Oral Pathology, Air Force Postgraduate Dental School, conducted a 3-hour virtual Oral Pathology Symposium for more than 50 Army, Navy, and Air Force dentists throughout EUCOM and CONUS.

- PDC faculty involvement with USU Graduate Programs in Health Professions Education (HPE) continues to grow. 3 faculty members are enrolled in the Masters program with an additional individual currently applying for admission. There is 1 person enrolled in the PhD

program. In addition, there are 8 dental faculty enrolled in the *Getting Started*, introductory program. The PDC Associate Dean for Faculty Affairs (ADFA) is collaborating with HPE to link the *Getting Started* program as a pre-requisite for the Dental Faculty Development Course.

- USU continues to support the development of 3 junior PDC faculty thru collaboration with civilian university faculty, by sponsoring attendance in the American Dental Education Association, Academy for Academic Leadership and Institute for Teaching and Learning (AAL ITL), which will be conducted virtually from 23-26 Aug, due to the COVID pandemic.

- The ADFA actively participated on the following committees and working groups:

- 1) USU Strategic Planning Committee for Leadership
- 2) USU Strategic Planning Committee for Education
- 3) USU Registrar's Coordination Committee
- 4) USU Distributed Learning Working Group
- 5) Search Committee Chair, Assistant VP for University Programs, USU South
- 6) USU Teaching with Technology Award Committee

8. The Executive Dean has appointed the new Navy Dental Corps Chief, RDML (sel) Rick Freedman, as Professor of the Practice of Military Dentistry, effective for the duration of his present assignment.

9. The Tri-Service Center for Oral Health (TSCOHS) Update:

- Through collaboration with USU IT, TSCOHS will soon deploy the new DoD Dental Patient Satisfaction Survey as well as data extraction process, ensuring more predictable satisfaction information for 340+ DoD dental treatment facilities.

- Provided feedback to the National Academies of Sciences, Engineering and Medicine (NASEM) regarding their review of a draft monograph on fluoride toxicity by the National Toxicology Program (NTP). The monograph reported fluoride as toxic and harmful to cognitive and neuro development. TSCOHS feedback supported the NASEM finding that the monograph's conclusions were not supported by the data, but also expressed concern that the NASEM committee reviewing the monograph lacked dental representation. This concern supported USPHS efforts to promote dental representation on the NASEM review committee.

Current & Future Concerns:

Funding/Budget Estimate/Fiscal Impact:

Staffing Impact:

Board Action Requested:

Supplement

Tab 37

College of Allied Health Sciences

Uniformed Services University of the Health Sciences Board of Regents

College of Allied Health Sciences Quarterly Board Report 03 August 2020

Submitted by: Lula Westrup Pelayo, Ph.D., RN, FAAN

Date: August 3, 2020

Title & Department: Acting Dean, College of Allied Health Sciences

Phone: 210-299-8527

Purpose: Provide Update

Information: Below

Action Two

Subject: CAHS Update

Significant Issues:

We are anticipating a total enrollment for CY 2020 at 2200, with current enrollment of 1196 students in 10 of our 18 programs. We are presenting for Board approval, 63 graduates comprising 35 ASHS and 28 BSHS. These include 50 Army, 9 Navy, and 4 Air Force students.

1. Six programs required cancellations or postponements due to COVID induced operational pauses. As of July 13, all training programs are fully operational.
2. Contributed to and participated in the USU wide COVID-19 planning, preparation and response efforts After Action Report.
3. Participating with Defense Health Agency 7 – Education (DHA J7), Medical Education Training Campus (METC), Medical Center of Excellence (a 2-star element of Training and Doctrine Command, Navy Medical Forces Support Command), and 59th Medical Wing on two Lines of Effort in response to the COVID 19 crisis.
 1. Distributive Learning as a Service Component
 2. Phase II Clinical Practicum Sites
4. Continuing collaborations with Special Operations Center of Excellence / Joint Special Operations Medical Training Command, Fort Bragg, North Carolina on their Special Operations Combat Medic (Paramedic) program.
5. Participated in the initial meeting with the Community College of the Air Force Dean of Academics and the Army University Total Force Integration Division lead. The purpose of ongoing regular meetings is to explore opportunities for collaboration and sharing of best practices for providing academic credit where credit is earned for military service members during training.

Current & Future Concerns: No significant concerns at the time of submission.

Funding/Budget Estimate/Fiscal Impact: None at this time

Staffing Impact: No significant concerns at the time of submission.

Board Action Requested: Two

Action 1:

In accordance with USU PPM 008-2019, Establishment of New Academic Programs, and as detailed in the supplemental information of this report, one new program is proposed for implementation at the next available iteration:

Pharmacy Technician

This is an Associate of Science in Health Sciences degree that is open to Army, Navy, Air Force, and Coast Guard students. Army and Air Force students are initial entry training, reporting from Basic Training. Navy and Coast Guard students are prior service and must be qualified Corpsman. The Pharmacy Technician program is accredited by the American Society of Health-System Pharmacists. Graduates of this program are eligible to take the Pharmacy Technician Certification Exam and qualify for the designation, Certified Pharmacy Technician. Air Force equities with the Community College of the Air Force have been de-conflicted. This program is proposed at 31 semester hours in the Major toward the required 60 credits in an Associate Degree. The remaining hours are completed through general education coursework. The FY 21 Projected Student load is 351 (147 Army, 96 Navy/Coast Guard, 108 Air Force).

Current & Future Concerns: No significant concerns at the time of submission.

Funding/Budget Estimate/Fiscal Impact: DHA is funding these three programs.

Staffing Impact: No significant concerns at the time of submission.

Board Action Requested:

It is requested that the BoR concur with the recommendation to implement the Army, Navy, Air Force, and Coast Guard Pharmacy Technician programs at the next available iteration, which is projected to be in October of 2020.

Action 2:

In accordance with USU PPM 008-2019, Establishment of New Academic Programs, and as detailed in the supplemental information of this report, one new program is proposed for implementation at the next available iteration:

Hospital Corpsman Basic

The Hospital Corpsman Basic (HCB) program has been evaluated for inclusion in the CAHS catalogue as requested by the METC and the Navy & Medical Forces Support Command. The Navy approved curriculum calculation by CAHS equates to 20 Semester Credit Hours. The HCB program will be a Certificate program. The Navy refers to this as an “A School”. The eight (8) courses contained will provide the foundation upon which all other Navy Programs in CAHS are built upon. Examples include Public Health, Neurodiagnostic Technician, Independent Duty Corpsman, and Pharmacy Technician (referred to by the Navy as “C Schools”). The FY 21 Projected Student load is 3200 to 4300 students.

Current & Future Concerns: No significant concerns at the time of submission.

Funding/Budget Estimate/Fiscal Impact: MOA pending signature for October start. Funding is to be determined.

Staffing Impact: No significant concerns at the time of submission.

Board Action Requested: Action 2.

It is requested that the BoR concur with the recommendation to implement the Hospital Corpsman Basic program at the next available iteration, which is projected to be in October of 2020.

Purpose: To update the USU President on implementation status of the METC Pharmacy Technician (Pharm Tech) Program.

Bottom Line:

- CAHS is preparing to implement the METC Pharm Tech program, IAW USU PPM on New Programs. Planned USU BoR date is 03 Aug 2020 with implementation 21 October 2020.
- MBoD & Services requested USU support for this program.
- The Services approved curriculum assessed by CAHS calculates at 31 sem hours.
- Coordination between CCAF, CAHS and METC transferring sponsorship with the American Society of Health-Systems Pharmacists, the Specialized Programmatic Accreditor, is ongoing, pending USU BoR recommendation.

Way Ahead: CAHS implements the METC Pharm Tech Program, and continues phasing in Sec 724 of the 2017 NDAA, awarding undergraduate credit to enlisted programs.

Degree Granting:

The associated degree plan for this program is an ASHS. This program is open to Army, Navy, Air Force, and Coast Guard students. Army and Air Force students are initial entry training, reporting from Basic Training. Navy and Coast Guard students are prior service and must be qualified Corpsman.

Resources:

This program is fully resourced by DHA / J-7.

Value Proposition:

FY 21 Projected Student load is 351 students (147 A / 96 N / 108 AF)

Pharm Tech assessed curriculum is 31 sem hours for the three Services.

Vol Ed value / sem hour is \$250 / sem hr.

$351 \times 31 = 10,881$ sem hours

$10,881$ total sem hours \times \$250 / sem hr = \$2,720,250 in Vol Ed (USD(P&R)) value provided at minimal cost.

Accreditation & Credentialing:

The Pharmacy Technician program is accredited by the American Society of Health-System Pharmacists (ASHP)

Graduates of this program are eligible to take the Pharmacy Technician Certification Exam (PTCE) and qualify for the designation, Certified Pharmacy Technician (CPhT).

Air Force equities with CCAF are de-conflicted,

POC: Mr. Dennis Kilian /ADUS/ CAHS (210) 299-8526

Documents for Staffing New Academic Program Requests

Pharmacy Technician

For Dr. Longacre, post USU Cabinet Meeting

1. Establishment of New Academic Programs Checklist/Routing Slip



New Program
Checklist.docx

2. Copy of Request for New Program



METC Collaoration
with CAHS Branch o

3. Dean's Action Memo Requesting Review/Coordination of New Program



Dean's Action
Memo for Pharm Tec

4. Program 5X8



Pharm Tech 5x8 25
Jun 2020 v2.pdf

5. Curriculum Proposal



Curriculum
Proposal (Pharm Tec

6. Curriculum Planning Document



Curriculum
Planning Document

7. Curriculum Committee Minutes/Program Approval



CCC Meeting
Minutes 17 Jun 2020

8. Academic Feasibility Analysis



Feasibility Analysis
(Pharm Tech) (signed)

9. Degree Plan & Completion Plan/Degree Road Map



Pharm Tech Degree
Plans.pdf

10. Course Descriptions

REG accesses course descriptions in the CAHS / USU Registrar shared G-drive file

11. Deans Quarterly Council

Presentation on 2 July 2020

Purpose: To update the USU President on implementation status of the METC Hospital Corpsman Basic (HCB) Program.

Bottom Line:

- CAHS is preparing to implement the METC HCB Program, IAW USU PPM on New Programs. Planned USU BoR date is 03 Aug 2020 with a forecast implementation 05 October 2020.
- METC & Navy Medical Forces Support Command (NMFSC) requested USU support for this program.
- The Navy approved curriculum assessed by CAHS calculates at 20 sem hours.
- Coordination between NMFSC, METC and CAHS, is ongoing, pending USU BoR recommendation.

Way Ahead: CAHS implements the METC HCB Program, and continues phasing in Sec 724 of the 2017 NDAA, awarding undergraduate credit to enlisted programs.

Degree Granting:

This program (HCB) is open to Navy students and has no degree conferral requirement. The Navy refers to this as an “A School”. The courses contained with HCB will provide the foundation upon which all other Navy Programs in CAHS, are built upon. Examples include Public Health, Neurodiagnostic Technician, and Independent Duty Corpsman (referred to by the Navy as “C Schools”).

Resources:

MOA pending signature for October start. Funding to be determined.

Value Proposition:

FY 21 Projected Student load is 4300 students

HCB assessed curriculum is 20 sem hours.

Vol Ed value / sem hour is \$250 / sem hr.

$4300 \times 20 = 86,000$ sem hours

$86,000$ total sem hours \times \$250 / sem hr = \$21,500,000 in Vol Ed (USD(P&R)) value provided at minimal cost.

Accreditation & Credentialing:

The METC is accredited via the Counsel on Occupational Education (CoE), which extends to this Program.

Students are eligible via the Navy Credentialing Opportunities On Line (Navy-COOL) for multiple credentials including but not limited to Medical Assistant, Phlebotomy Technician, Electronic Health Records Specialist, and Patient Care Technician / Assistant.

POC: Mr. Dennis Kilian /ADUS/ CAHS (210) 299-8526

Documents for Staffing New Academic Program Requests
Hospital Corpsman Basic Program

1. Establishment of New Academic Programs Checklist/Routing Slip



New Academic
Programs Checklist I

2. Copy of Request for New Program



Request for
Academic Collabora

3. Dean's Action Memo Requesting Review/Coordination of New Program



Dean's Action
Memo for HCB.pdf

4. Program 5X8



Hosp Corpsman 5x8
25 Jun 2020 v2.pdf

5. Curriculum Proposal



Curriculum
Proposal (HCB).pdf

6. Curriculum Planning Document



Curriculum
Planning Document

7. Curriculum Committee Minutes/Program Approval



CCC Meeting
Minutes 17 Jun 2020

8. Academic Feasibility Analysis



Feasibility Analysis
(HCB) (signed).pdf

9. Degree Plan & Completion Plan/Degree Road Map

NMFSC has requested college credit only and not a degree plan.

10. Course Descriptions

REG has access to each course description in the CAHS / USU Registrar shared G-drive file

11. Deans Quarterly Council

Presentation on 2 July 2020

Supplement

Tab 38

*Armed Forces Radiobiology
Research Institute*



Uniformed Services University Board of Regents

Board Brief

Submitted by: CAPT Danielle Wooten, MSC, USN **Date:** 13 Jul 2020
Title & Department: Interim Director, AFRRI **Phone:** 301-295-9243
Purpose: Informational ☒ **Action:**
Subject: **AFRRI Director's Report for Aug 2020 Meeting**

Top-line Updates

1. Leadership Changes
2. AFRRI's FY2020 Scientific Strategy & Intramural Funds
3. Scientific Director / Advisor
4. Research Accomplishments / Military Medical Operations
5. Radiobiologists Career Development
6. Status update of all AFRRI Sources

Functional Area Updates:

1. Leadership Changes:

Effective 16 Jul 2020, COL (Dr.) Mohammad Naeem, became the new Director for AFRRI. CAPT Danielle Wooten will move from being Chief of Staff, AFRRI to Deputy Inspector General, USU (OIG). MAJ Joshua Molgaard, DH Radiation Safety Department (RSD), turned over to MAJ Omololu Makinde 15 June. LTJG Darko Opoku, DH Administration Support Department (ASD) PSC'ed and will be relieved by LT Jules DeGraf in August.

2. AFRRI's FY2020 Scientific Strategy & Intramural Funding:

During FY20, AFRRI initiated 11 new Intramural projects utilizing our core research funding. All projects have been funded and are underway. For FY21, a renewed effort will be placed on cultivating (6.3) Advanced Medical Research protocols. In the long term, our vision is to revise the R2 funding documents to place an emphasis on collective research with other USUHS centers.

3. **Scientific Director / Advisor:**

The AFRRI scientific mission and research direction requires consistent input and management from Institute leadership. Historically, such direction has been best accomplished by a dedicated scientific leader embedded within the Institute.

- Establishing the Scientific Director position at AFRRI will be a top priority for AFRRI leadership in the coming months.
- AFRRI leadership believes that filling this position is critical to AFRRI's future ability to accomplish its research mission in a manner that is consistent with its role as a USU asset and DOD laboratory.

4. **Research Accomplishments Military Medical Operations:**

Research partnerships

AFRRI research continues to leverage strong medical research partnerships with academic, industry, and federal agency partners.

- These include ongoing research agreements with multiple federal partners that fund and support AFRRI research. These partners include National Institute of Allergy and Infectious Diseases (NIAID), Biomedical Advanced Research and Development Authority, and Joint Program Committee 7 (JPC-7), and Congressionally Directed Medical Research Programs (to name a few).
- Research efforts borne from these partnerships lead to improved science and technology solutions required for medical readiness during radiological and nuclear operations.

Research production

AFRRI investigators generated multiple key science products including 21 peer-reviewed research publications and validation of two radiation countermeasure drugs through the NIAID drug screening program.

New start research projects that we are excited about include:

- **Walter Reed Army Institute Research (WRAIR):** Initiated a study to evaluate the longitudinal pathobiology of low dose biomarkers for the express purpose of providing better guidance to military personnel operating in a nuclear fallout environment [*USUHS/AFRRI funds 2020-present*].

- **Department of Homeland Security/National Urban Security Technology Laboratory**
Collaboration: AFRRI is initiating a study with DHS/NSTL to evaluate the sustainability and resilience of radiation detection equipment used by the DHS for threat screening and to enhance first responder responses [2019 – present].
- **National Strategic Research Institute (STRATCOM sponsored UARC at the University of Nebraska):** AFRRI is leveraging expertise in radiobiology in a collaboration with the University of Nebraska scientists to complete both *in vivo* and *in vitro* experiments necessary to identify promising pharmaceuticals.

FY20 MMO's Academic Educational and Training Events (CONUS and OCONUS):

Medical Effects of Ionizing Radiation (MEIR) Operational Projects:

FY2020

- 14-15 JAN: CBRNE workshop at DTRA for JMPT updates
- 22-23 JAN: R/N workshop at APG with DNWS
- 3-6 FEB: MEIR course at Fort Bliss El Paso for 1st Armored Division prior to deployment to Poland (CLASSIFIED) Need for SIPR capabilities
- 10-13 FEB: MEIR course at Okinawa with TTX with DTRA
- 19-21 FEB: MEIR course at Naval Branch Health Clinic Portsmouth, NH
- 25-27 FEB: MEIR at the Joint Medical Augmentation Unit, Fort Bragg ***Postponed to Aug 2020**
- 3-5 MAR: PEO-STRI site visit for VR STE; Program Executive Office Simulation, Training and Instrumentation (PEO-STRI). Collaboration to produce virtual reality content for R/N scenarios for interactive training; awaiting site visit to assess current capabilities and gaps.
***Cancelled**
- 10-12 MAR: MEIR at Fort Eustis
- 10-13 MAR: REACTS course in TN, discuss including AFRRI in Radiological Response
***Cancelled**
- 20-22 APR: MEIR at SAMMC with focus on RITN network ***Postponed to Oct 2020**
- 4-6 MAY: MEIR course at AFRRI ***Postponed to Nov 2020**
- 13-15 MAY: MEIR course at Naval Undersea Medical Institute ***Postponed to Oct 2020**
- 28-28 MAY: MEIR course at Naval Aerospace Medical Institute ***Postponed to Mar 2021**
- 8-11 JUN: MEIR course at USFK in Yongsan, South Korea combined with Republic of Korea and Senior Leadership Seminar ***Postponed to Jan 2021**
- 8-10 JUL: MEIR course at Ramstein/Landstuhl ***Postponed to Jan 2021**
- 27-29 AUG: MEIR course in Madigan, Tacoma Washington

***Postponed due to COVID-19**

MMO's Future Critical Task

In order to continue supporting AFRRI's DoD Directive to maintain Medical Radiobiology Advisory Teams (MRATs), Subject Matter Experts (SME), medical and health physics experts, for augmentation to DTRA'S deployable Chemical Biological Radiological Nuclear Military Advisory Team (CMAT), and be able to advise operational commanders on medical response to Radiological /Nuclear incidents, we must persist improving our communication levels with our Inter-Agency partners national and international. Therefore we urgently need the activation of our secure room 2151 to allow manage data that guards against electronic surveillance and suppresses data leakage of sensitive security and military information (**SCIF**). And the implementation of components that will handle those communications with other security needs, such as the **SIPRNET**, which will be used for higher levels of communication with our partner agencies. Additionally, MMO works closely with DTRA and Naval Dosimetry Center with multiple requests for classified radiation dose assessment (e.g. nuclear weapons intrinsic radiation exposure aboard a ship) that would be highly facilitated by AFRRI SIPR. The need for SIPR at AFRRI does not only benefit MMO but places AFRRI at the better position to meet its goals as the DoD's lead in radiological nuclear threats and research.

5. Radiobiologists Career Development:

The Institute continues to face a declining talent pool of scientific leaders who are subject matter experts in radiobiology. The AFRRI science mission requires a stable and continual pipeline for scientist recruitment and retention to provide radiation/nuclear health advice and research for the future military needs.

- The Scientific Research Department stood up a Working Group to develop a strategy to recruit, train, and retain the next generation of AFRRI radiobiologists. This program is also designed to train other newly hired scientist on radiobiology basics.
- We have a longstanding fellowship program agreement with the National Academy of Sciences/National Research Council, Research Associateship Program designed to meet this requirement. Increasing the program's annual budget would allow AFRRI to support a greater number of high quality fellows, and develop future generations of AFRRI investigators.

- Another thrust of this effort involves working with AFRRRI research sponsors, such as JCP-7 and NIAID, to establish lines of funding for new start fellowship programs that can bring trainees on board through the ORISE postdoctoral fellowship vehicle. NIAID has explicitly expressed interest in this area and AFRRRI is working to develop this program.

6. Status Update of all AFRRRI Sources:

Operational Status

- High Level Cobalt Facility (HLCF): Fully operational; Annual Maintenance recently completed; No plans for shutdowns
- Low Level Cobalt Facility (LLCF): Fully operational; Renovation project completed; No plans for shutdowns
- Linear Accelerator and CT Scanner (LINAC/CT) Facility: Fully operational; no planned shutdowns
- Small Animal Radiation Research Platform (SARRP): Fully operational; no planned shutdowns
- TRIGA Reactor Facility: Administrative shutdown continues, pending License Amendment Request approval by NRC for new digital control console.

Recent Accomplishments

- LLCF Renovation project (refinish floor, erect labyrinth wall, retrofit LED lighting) complete
- Working with NRC to identify operator licensing path prior to License Amendment Request Approval

7. Facilities & Personnel Losses:

Staffing

- Five of eleven GS positions (nearly 50%) are vacant (missing a GS-15, two GS-14s, a GS-12 and a GS-10).
- The Nuclear Reactor Facility is critically undermanned (only one of four GS positions filled).
- Recruiting efforts have been plagued by poor communication and minimal support.
- Most positions have been vacant for over a year while much energy and time has been expended in coordination with OCHR, but to no avail.

Funding

- Procurement efforts have been greatly successful in FY20, with our Hopewell Irradiator reaching fund obligation last month (LT Divis). Additionally, funds for a Bio Dot Cellwriter were committed this year at \$396K, awaiting action by Acquisitions (Dr. Blakely).
- Coordination with Technical Services Branch has yielded results in FY20, with USUHS maintenance funding aligned to RSD and HPD priorities.
- RSD successfully fielded several PRs during FY20, requiring additional O&M funds, which were provided by USUHS. Next year's budget request has been increased to continue ordering needed equipment as outlined the RSD Department Head.

Supplement

Tab 39

University Brigade

**BOARD OF REGENTS
UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES
211th MEETING**

**August 3, 2020 | 8:00 a.m.
Hosted virtually (online) | Bethesda, MD**

**Uniformed Services University Board of Regents
Board Brief**

Submitted by: COL Patrick Donahue

Date: 3 August 2020

Title & Department: Brigade Commander

Phone: 295-9654

Purpose: Information

Subject: Brigade Update

The USU Brigade continues to fully support the University's mission of educating and training health professionals while upholding the Commander's values of accountability, leadership, integrity and transformation. The following key updates are of note for the USU Board of Regents:

1. HEADQUARTERS

- o Change of Command between CAPT Sean Hussey and COL Patrick Donahue – 11 June 2020
- o Executive Officer change between LTC David Maldonado and MAJ Kevin Hayes – 1 July 2020

2. COVID-19 SUPPORT/IMPACTS

- o Brigade continues to provide direct and indirect support to COVID-19 operations
- o Brigade Operations continues to support Commander's Update Brief, External Support Request Tracker, Campaign Plan template, and Return-to-Work outline.
- o CMC collaborated with NSAB leadership to maximize USU enlisted Auxiliary Support Force as well as enlisted support to USU Security team.
- o Transitioned to Phase 2 Return to Campus Plan – 13 JUL to include MILPO office, Operations, Professor of Military Science, and Command Deck activities.
- o Managing all active duty Exception-to-Policy (ETP) requests for travel (personal or professional).
- o Operation Bushmaster pushed to Spring 2021

3. PROFESSOR OF MILITARY SCIENCE

- o LTC Jake Bustoz has transitioned to the National Defense University – 1 Aug 2020, COL Donahue will assume PMS responsibilities.
- o Integrate 21st Century Education
 - Reengineered Summer Operational Experience (SOE) to become Summer Leader Program; compliments leader curriculum in School of Medicine (SOM) and provides for an additional 80hours of leader education which includes practical application of leadership
 - Developed and implemented OPMS 5000 (University Leader Curriculum) as part of GSN Leader Education (2 hours per week with students)
 - PMS "Kick Off" with School of Medicine Class of 2024 (PMS holds first day of orientation with incoming class- unprecedented)
 - BDE CDR/PMS nested in GSN new student orientation (unprecedented)
 - BDE CDR/PMS nested in GEO new student orientation (unprecedented)
 - Currently working with Graduate Education Office (GEO) to nest OPMS 5000 course with leader education for graduate students
 - Working to have two uniformed personnel professionally credentialed to become professional coaches (executive/leadership) in support of OPMS curriculum (uniqueness of USU leader curriculum)

- o Enhance Development
 - Working with BDE CMC to nest OPMS Course with NCO Professional Development
 - Coordinated to have an HPSP student (George Washington University) intern with OPMS during the Summer
- o Enable Scholarship & Program Assessment
 - Obtained approval to hire course developer and assistant instructor (position will provide education program assessment capability that the university is currently lacking)
 - Working to complete Charter for the Center of Military Medical Leadership (Center within the Griffith Institute)
- o Strengthen Alliances & Partnerships
 - Strengthened partnership with SOM, specifically LEAD Program, to understand and recommend adjustments (as needed) to leader curriculum content and methods of delivery
 - Partnered with US Army Cadet Command (sharing pre-commissioning leader education content/materials)
 - Partnered with Harvard Business School Case Study Writer (Dr. Erin Sullivan) to enable case study development in support of OPMS 5000 course

4. COMMANDER'S PRIORITIES

o My end state and our shared vision = To not only support the education and training of tomorrow's military and Public Health physicians, nurses, dentists, scientists and leaders, but to instill a culture of intrusive, servant leadership and military ethos.

o TRAINING: hard, performance oriented, creative, and integrated into daily sustainment missions; cornerstone of the University's mission.

o READINESS (training, personal, professional) – everyday: perform and meet the Command mission in a garrison or deployed setting at any given time.

o LEADER DEVELOPMENT: bolsters the educational aspect of the University. Educate and train all personnel on effective leadership techniques.

o SERVICE & HERITAGE: build character, competence and commitment between Leaders, service members and Families across all ranks. True source of pride.

o FAMILY SUPPORT: have fun – create an environment where people enjoy their job.

5. BRIGADE POLICIES/INITIATIVES

- o Continued support to USU Pandemic OPLAN
- o Brigade Commander issued policy regarding local leave policy – extending to 250 mile radius.
- o Brigade Command Climate Survey initiated.
- o Brigade Commander communicating with USU Brigade All on routine basis to communicate pertinent information for a shared understanding.
- o Updated focus on the Services Evaluation System (FITREPs, OPRs, OERs) to reduce lag time, improve accuracy and minimize lateness to appropriate Service MPO.
- o SOM/GSN Staff Ride – Antietam, August 2020.

Current & Future Concerns: Continued to support and input into the University's Joint Manning Document

Funding/Budget Estimate/Fiscal Impact: Minimal as most staff restructuring will be re-allocated from existing manpower. However, contract/GS positions may be preferred in order to fill short term gaps.

Staffing Impact: Brigade will staff above actions internally.

Board Action Requested: None

Supplement

Tab 40

USU Campus South

Subject: Senior Vice President's Report – Southern Region

Date: 3 August 2020

Purpose: Information

Point of Contact:

Thomas W. Travis, MD, MPH

Senior Vice President – Southern Region

(210) 299-8501

Significant Issues:

The Southern Region update (August BOR):

1. USU-South started teleworking in mid-March, and was attempting to return to more normal duty status (phase 1) in mid-June just as Texas, to include San Antonio, experienced a resurgence of COVID cases. At the time of this draft report, USU-South, PDC and CAHS are all teleworking full-time again.
2. USU-South has withdrawn a request for a temporary facility in light of the organizational realignment and subsequent relocation of MTN personnel. This freed up several offices and a conference room in the USU-South building. Current occupancy is 23 personnel, with room to accommodate several more as the mission here expands. The lease for the USU-South building will expire in 2023.
3. USU-South continues to engage with AF Civil Engineering Center, DHA, and Joint Base San Antonio leaders regarding the potential future need for space in the South Beach Pavilion, which will revert to DOD ownership in December 2021.

Staffing/Funding/Budget Estimate/Fiscal Impact: TBD

Board Action Requested: None at this time; info only

Supplement

Tab 41

USU Campus West

Uniformed Services University of the Health Sciences Board of Regents

Board Brief

Submitted by: Dr. William Roberts

Date: August 2020

Title & Department: Senior Vice President Western Region Phone: 619-532-9522

Purpose: Information: X Action _____

Subject: In-Progress Review (JUNE2020-AUGUST2020)

Significant Issues: None

- SVP USU-W, as chair of VPR search committee, led the combined F2F and virtual process (which included a F2F interview w/committee and an all-day on campus event to include a primarily virtual job talk) to narrow candidates from an initial 26 applications to 4 "finalists". Final interview scheduling is pending at time of this submission.
- USU-W CoS in concert with USU OSA and SOM Clerkship staff continues to support the transition of students in the Western Region AOR. Ongoing work with Clerkship site personnel to identify ROM requirements for students in the region.
- USU-W CoS working with DHA J-6 (CIO) personnel have developed protocols to support G-Suite functional capabilities on DHA computers (to include the desktops in USU-W office space onboard Naval Medical Center San Diego). If successful, it is anticipated these capabilities will be available to USU Faculty, Students and staff at MTFs.
- USU-W office assisted SOM Clerkship Site Administrator facilitate student return to clerkship rotation on 22 June. Over thirty students arrived and were quickly in-processed at NMCSO in order to report to their departments by EOD.
- The Indo-Pacific Research Alliance for Military Medicine (IPRAMM) has grown by two member organizations: Nellis AFB and Sandia National Laboratory, and continues to meet monthly for teleconferences. Although preliminary preparations were made for a face-to-face session 6-8 May at Lawrence Livermore National Laboratory in Livermore, CA, the COVID-19 pandemic mitigated in favor of reconfiguration of the planned 2.5 day F2F into a highly effective 4 hour virtual session on 7 May in order to continue the development of the IPRAMM Strategic Plan under the guidance of Dr. Shoemaker. Participants from TSNRP, PNNL, LLNL, TAMC, NHRC, USU OGC, and NH Guam continue to dial in consistently to monthly teleconferences and, despite the additional challenges and work demands of COVID-19, the April tcon had impressive attendance to include the INDOPACOM Surgeon, representation from DHA J-9, WRAIR Commander, all Western Region MTFs, and two National Labs. In an effort to identify collaborative opportunities, several organizations reported on their COVID-19 related research efforts. Notably, the INDOPACOM Surgeon directly sought the help of the alliance for specific capabilities to support INDOPACOM amid the COVID-19 pandemic, identifying IPRAMM as a unique and powerful resource. USU-W has submitted an abstract to AMSUS to host an IPRAMM panel discussion on SARS-CoV-2 related research efforts among alliance members.
- USU-W ROM is coordinating with Dr. Rupa Biswas to identify educational and mentoring opportunities for USU MD/PhD students with IPRAMM member organizations. To further expand and enrich educational opportunities for USU students, USU-W ROM and CoS are working with Dr. Ottolini and Col Wightman to identify opportunities within the IPRAMM

membership for Capstone projects. USU-W ROM represents USU-W on monthly Council of Centers Directors calls resulting in the connection of Center for Deployment Psychology with IPRAMM collaborators at WRAIR doing complementary research. IPRAMM member PNNL is close to formalizing a research partnership with USU TAGC for genomic analyses (contract pending IRB approval as of 13 July 2020).

Support to Faculty

- The USU Western Region continues to support USU Faculty in the Western Region (to include CAPT Natalie Burman, MC, USN, dually hatted as NMCSO staff pediatrician/fac dev faculty; and interim Regional Assoc Dean USU SoM), and is working with USU Main Campus (Drs. Durning and Cervero) to identify candidates for the USU Programs in Education Leadership.

Current & Future Concerns:

N/A

Funding/Budget Estimate/Fiscal Impact:

N/A

Staffing Impact:

N/A

Board Action Requested:

None

Supplement

Tab 42

*Vice President for
Finance and Administration*

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

Board Brief

Submitted by: Walter W. Tinling

Date: 09 July 2020

Title & Department: Vice President, Finance & Administration

Phone: 295-3083

Purpose: Information

Action

Subject: Resource Management Report

Significant Issues:

USU will face resource challenges in the upcoming fiscal years due to budget and program reductions stemming from the Defense Wide Review (discussed below), however, FY2020 resources are considered adequate to cover mission requirements.

Resources:

Budget Execution: As of the end of the 3rd Quarter FY2020 USU obligated \$151M of \$189M O&M (80%). As a result of the slowdown of non-coronavirus research and other activities, travel limitations and teleworking, USU is no longer projecting a shortfall in FY2020. Resources are anticipated to be adequate through the remainder of the fiscal year.

Utilities: USU coordinated with NAVFAC to reduce its utilities bill. The bill had not reflected the additional boiler and fuel costs USU incurred as a result of the steam pipe break.

COVID-19 Funding: USU presented an IPR to DHA on its COVID-19 activities on June 22nd via telcon. USU has received ~\$35M for COVID research: Adaptive COVID-19 Treatment Trial (ACTT) and Epidemiology, Immunology and Clinical Characteristics of Emerging Infectious Diseases with Pandemic Potential (EPICC) studies (\$20M); Rapid Evaluation and Study of the Pandemic Outbreak Nationally By Sustaining (RESPONSE) and Leveraging Prolonged Field Care Research Efforts (\$15M); and Ventilator Technology Research/Technology Maturation (\$200K).

Defense Wide Review (DWR) Reductions in FY2021 President's Budget:

DWR 1.0 reductions in PB2021 include reductions of \$10M in O&M funding and \$14M in RDT&E. Early indications from Congressional markup language indicate that \$6M in O&M funding for the TSNRP could be restored. We have not yet seen language addressing the other reductions.

DWR 2.0 reductions FYDP 2022-2026. NSTR. Currently in deliberation, no status update.

POM 22 Actions: All issues were declined due to the Fiscal Guidance reductions and pending DWR 2.0 actions. USU had submitted a POM issue for biotechnology/biofabrication (one of SECDEF's 11 R&E priorities).

Audit: NSTR. Audit activity, document sampling and quarterly financial statement verifications continue.

Acquisition:

COVID-19 Guidance: Updated OMB guidance (M-20-26) was issued extending administrative relief through 30 Sep 2020. Previous OMB guidance (M-20-17) authorized no cost extensions of federal assistance awards and payment for certain contractors who could not work onsite. As USU is in Phase I, no further payments are being made for contractors unable to telework or telescience.

USD(P&R) review of contract actions: USU was directed in late June to submit a list of pending contract actions to USD(P&R) for review and approval. 135 pending actions were identified, of which 12 were selected for review. All 12 were approved and contract actions are proceeding.

Staffing shortfall: ACQ staffing continues to be challenging and is at a critical manning level, with <50% of positions filled. There is a government-wide shortage of GS-1102 Contract Specialists. Recent reductions in DAWIA (Defense Acquisition Workforce Improvement Act) funding for training and development (a casualty of the DWR reductions) will only exacerbate the problem. USU's DAWIA funding allotment of ~\$65K is being reduced to \$5K annually.

ACQ focus has been directed towards contracts and awards as follows: 1) direct COVID-19 support; 2) expiring funds (FY20 O&M and FY 19 RDT&E); 3) exercising option periods so that current contracts are not lost; and 4) renewals and modifications in cases where additional funding is required to maintain operations.

Mitigation efforts include: authorized telework through the end of FY2020; bridging and extension of current contract awards; utilization of No Cost Extensions; and optimizing use of GPC micropurchase and BPAs.

Board Action Requested:

No Board action requested at this time.

Supplement

Tab 43

Vice President for Research

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

Board Brief

Submitted by: Toya V. Randolph, PhD, MSPH **Date:** 7/13/2020

Title & Department: Acting Vice President for Research **Phone:** 301-295-3303

Purpose: BOR /Summer 2020 **Information** X **Action** _____

Subject: Presentation to the USUHS Board of Regents, 8/2020

Significant Issues: New information is being provided since the last BOR brief. The Office of the Vice President for Research (VPR) will focus this BOR update on the following areas: leadership and service, research administration, compliance, and technical serves, personnel and research infrastructure, and funding/budget. Due to COVID-19, non-essential staff shifted to full-time telework and essential staff shifted to combined telework and working on-site schedule during the week of March 16, 2020.

1. Leadership and Service

- All VPR staff are to be congratulated for their steadfastness, creative problem solving and adaptability to support the university's mission. They have been commended by the VPR Leadership team and many will receive additional recognition for outstanding service during the steam outage and/or the COVID-19 pandemic.
- Throughout the COVID-19 pandemic, a VPR representative served on numerous ASD, HA R&D COVID-19 Task Forces and Operation Warp Speed Vaccine Research DoD Work Groups.
- In April 2020, USU VPR and SOM representatives began a regular series of meetings with the USAMRDC Research leadership to discuss current and potential SARS CoV2/COVID-19 collaborative research efforts. Participants reviewed current SARS CoV2/COVID-19 research collaborations between WRAIR, USAMRIID, USAMMDA and USU and highlighted the benefits of partnership. USU's unique linkages to the MTFs and capabilities in conducting vaccine research in the military beneficiary populations are areas where future partnership will be extremely beneficial.
- Oversight of the following activities (listed below) and representation on the Defense Health Board, participation in grant proposals for CCOP / coordination with JPC, conducted monthly ARCC meetings to coordinate responses imposed by the pandemic, continued negotiations for an MOA with USMA, sustained efforts by DHA to develop S&T programs to manage materiel and knowledge products, engaged with VPA for determining new per diem rates, engaged with AFRRRI to evaluate NHP research accomplishments and provide COA's, briefed the Faculty Senate Research Policy Committee, completed performance evaluations on staff.
- VPR leaders supported DoD and USU missions by serving on external and internal committees including ASBREM, NRAC, DHA R&A meetings, and DHA J9 work groups, USU COVID Emergency Operations, USU AAR Task Force, and USU Pandemic OPLAN.

2. Research Administration, Compliance, and Technical Services

- **VPR Prioritization of COVID Research.**

Office of Sponsored Programs (OSP) staff worked closely with USU Finance and Information Technology staff to adapt pre-award processes to expedite review and approval of COVID-19 research and operational proposals.

In April 2020, Human Research Protections Program (HRPPO) office provided guidelines for investigators regarding modifications to human research studies that may be impacted by COVID-19 restrictions. All regulatory committees immediately made review of SARS-CoV-2/COVID-19 related projects their top priority. In June 2020, the USU Human Protections Administrator co-chaired the USU Return to Research Committee that developed tools to assist Department in prioritizing studies to be resumed.

Office of the VPR personnel supported formation of the USU COVID-19 Research Advisory Committee that solicited white papers from USU researchers whose work could pivot towards supporting COVID-19 research efforts. These efforts were reviewed and prioritized for submission for funding. USU researchers received DHP Funding for programs of COVID-19 clinical research. CAPT Tim Burgess and the Infectious Disease Research Program received DHP funding for the Epidemiology, Immunology and Clinical Characteristics of Emerging Infectious Diseases with Pandemic Potential (EPICC-EID) study and the NIAID Sponsored Multicenter, Adaptive, Randomized Blinded Controlled Trial of the Safety and Efficacy of Investigational Therapeutics for the Treatment of COVID-19 in Hospitalized Adults conducted at Military Treatment Facilities. COL Kevin Chung was funded to conduct the “RESPONSE” studies - DoD COVID-19 Rapid Evaluation and Study of the Pandemic Outbreak Nationally by Sustaining and leveraging prolonged field care research Efforts) Project that will investigate biomarkers, lung ultrasound and the use of hemofiltration devices for pathogen reduction in seriously ill COVID-19 patients.

- **USU Research Days.** USU conducted the first ever USU Virtual Research Days on 12-13 May 2020. Registration for this year’s event hit an all-time high with nearly 700 registrants, nearly twice the number that typically register. Approximately 400 individuals participated in the live oral presentations. The event’s Virtual Poster Session, featuring nearly 200 posters with accompanying pre-recorded audio presentations, was very well received. Special thanks to all USU and HJF staff who served on the Planning Committee, and to HJF for continuing to sponsor the event.
- **Research Strategic Plan (RSP).** One of the three mission domains in the USU Strategic Plan is Research and Scholarship – a domain that embraces a wide range of USU initiatives, activities, operations and funding resources. The USU Plan contains specific guidance and strategic objectives for the research community, emphasizing that “USU research and scholarship are requirements-driven, innovative and directly relevant to DoD, the American warfighter and the military community.” VPR worked closely with the USU Office of Strategic Planning, and with the guidance of an ad hoc Coordination Committee of internal and external stakeholders as well as a sub-committee of subject matter experts. The RSP Committee drafted a 5-year USU Research Strategic Plan that will be provided to the permanent VPR for review and consideration.
- **Research Administration System (RAS).** The requirement to develop/refine a research administration system is articulated in the USU Strategic Plan. The Vice President for Research

and the Chief Information Officer will share overall responsibility for the development of the RAS. An ad hoc coordination committee will be established by the end of the fiscal year.

- **USU Transforming Technology for the Warfighter (TTW).** The VPR's Transforming Technology for the Warfighter Program conducted two virtual in progress reviews (IPRs) in June 2020. The TTW program aims to cultivate, establish and leverage partnerships with industry, academia and civilian medical centers to create, innovate, and advance disruptive medical technologies which address the medical needs of the warfighter. The IPR's were an opportunity for investigators from the TTW's 19 projects to share their progress and also served as a forum for information exchange and networking. Several PIs already have industry partners and are working with USU's Joint Office of Technology Transfer to discuss pathways to advanced development. Investigators discussed the impact of COVID-19 on their research, with many anticipating a need to request no-cost extensions due to research delays caused by the pandemic. Currently, TTW program leaders are working with VPR and FMG on execution of FY20 funds, which includes a request for applications that will go out later this month.
- **TriService Nursing Research Program (TSNRP).** The TSNRP has actively funded awards to military nurse scientists and graduate awards to military nursing students to advance force health protection, military nursing competencies and practice, leadership, ethics and mentoring as approved by the TSNRP Executive Board of Directors.

TSNRP FY20A called received 15 applications and 7 were funded. The Department of Defense funding restrictions has impacted award issuance in both FY 19 & FY 20. TSNRP funded six graduate awards for a total of \$155,549.00 of military nursing relevant research and evidence-based practice. All students have an active duty military nurse scientist mentor with a detailed mentoring plan. TSNRP received fifteen Mini EBP applications and ten were funded to active duty nurses located at military treatment facilities. Mini EBP projects are funded up to \$10,000 and total funding was \$93,551. These projects support operational readiness, force health protection, and 2 were in direct support of COVID-19.

TSNRP provided fifteen courses: Evidence-Based Practice Leadership, Evidence-Based Practice Coaching, Evidence-Based Practice, American Military Women's Health & History of Military Nursing (virtual course for 2020 International Year of the Nurse), Post Award Workshop, and Virtual COVID-19 Nursing Supplement TSNRP Writing Workshop Series. A total of 230 active duty military nurse participants attended TSNRP course offerings. All TSNRP offerings include contact hours for professional development and demonstrates the contributions of TSNRP to the DoD as a learning organization. In April 2020, TSNRP converted courses to virtual offerings in April 2020 to respond to the COVID-19 Pandemic. TSNRP course presenters include funded TSNRP investigators, TSNRP Research Interest Group Members (active and retired military nurses and USUHS faculty). The TSNRP Research and Dissemination Course received 160 abstracts and the competitive review process accepted 81 abstracts. Unfortunately, the course was cancelled due to COVID-19, but posters and select presentations are being released in future virtual offerings. TSNRP also published The TriService Nursing Research Program and Evidence-Based Practice Supplement in the Journal of Military Medicine Vol. 185, May/June Supplement 2020, which can be accessed at the link below: https://academic.oup.com/milmed/issue/185/Supplement_2

- **Biomedical Instrumentation Center (BIC).** Staff from the five core facilities (Genomics, Histopathology, Structural Biology/Proteomics, Microscopic Imaging, Flow Cytometry) within the BIC provided instrument access and scientific support to USU investigators conducting COVID-19 and mission essential research projects throughout the spring and into the summer. Our focus remains with these projects, but has expanded to include safely accommodating additional research, consistent with the USU's phased return to campus plan. We also continue to work with USU Acquisitions on contract actions for numerous approved FY20 equipment purchases. All PRs were submitted by established acquisition cutoff dates.

- **Center for Precision Medicine for Military Medical Education and Research (PRIMER).** PRIMER conducted weekly updates for the submission of grant proposals, published an 82 page 2019 annual report, met with SIAB faculty, developed and executed a Project Level Steering Committee to manage collaboration requests from extramural and intramural investigators.
- **Department of Laboratory Animal Resources (DLAR).** DLAR continued to support the USU's education mission and provide excellent animal care while ensuring animal welfare, despite combating frequent continued steam outages resulting from a general steam system failure that impacted the ability to maintain animal room temperatures in acceptable ranges as well other operations, such as cage wash and autoclave. This effort preceded and has continued with the onset of the pandemic.

DLAR developed a Pandemic Response Plan to safeguard essential personnel, maintain a dependable supply chain of required PPE, and ensure welfare of invaluable animals. This involved creative and flexible real time solutions for staff rotations, judicious use of PPE, and enhanced facility sanitation procedures.

DLAR, in concert with BIC and SOM developed a categorized plan to selectively pause the majority of animal research, while facilitating the timely conduct of COVID-19 related and other critical animal studies during the USU shut-down. They were integral to the successful Hack-A-Vent study.

Upon anticipation of Phase 1 of reopening, DLAR assisted with crafting a Return to Research program to accommodate a growing number of PI's restarting their research while focusing on new physical distancing protocols for safe operations within the vivarium.

The renovation of the DLAR Vivarium at AFRRI was adversely impacted first by the base-wide steam failure and then by the COVID-19 outbreak, and is currently scheduled for February of 2021.

DLAR was assigned responsibility and is now overseeing the Pharmacy Supply Center that provides convenient and economical pharmaceutical supplies, controlled substances, regulated and non-regulated chemicals in support of the faculty and research community.

DLAR conducted two separate periodic Dialogues with the USU faculty to inform and be informed by faculty perspectives on animal research. DLAR engaged with VFA to determine appropriate per diem rates for all animal research conducted at USU.

- **Scientific Peer Review.** VPR in collaboration with the NIH Center for Scientific Review conducted a peer review panel for the Center for Global Health Engagement Research Initiative. In addition, multiple ad hoc review panels were coordinated to evaluate scientific merit of proposed research that did not receive detailed peer review from sponsors.

3. Personnel and Research Infrastructure

- On March 19, 2020, the DoD, Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)), Research Regulatory Oversight Office (R2O2) awarded USU an unconditional 3 year Assurance of Compliance for the Protection of Human Subjects.

- Due to COVID-19 limitations the VPR office started teleworking March 16, 2020. The USU Institutional Review Board (IRB), Institutional Animal Care and Use Committee (IACUC), Institutional Biosafety Committee (IBC) and Human Anatomical Specimens Review Committee (HAMRC) maintained full continuity of operations providing regulatory compliance oversight for research and education activities.
- **IRB Personnel Hiring Needs.** VPR hired two highly qualified Human Research Protections Scientists who will on-board as federal employees in July/August 2020.
- **DLAR Personnel Hiring Needs:** DLAR is in the processing of hiring a Veterinary Pharmacy Aide and Technician to replace the position that was vacated when they took ownership of the USU Pharmacy Center. The Pathology Department, which was acquired as part of the merger noted at the last BOR, requires an Anatomic Pathologist and a Clinical Laboratory Manager, positions that were vacated just prior to the merger. DLAR is also hiring a Program Support Assistant, a vice hire that was vacated over a year ago.
- **Scientific Review Personnel Hiring Needs.** REA has a critical need to hire a Scientific Review Officer to lead and coordinate ad hoc and panel peer reviews for proposals submitted by USU investigators. The federal full-time position was approved over two years ago.
- **Program Review Personnel Hiring Needs.** REA has a critical need to hire a Program/Science Officer to support pre-and post-award document reviews in the Office of Sponsored Programs. The full-time position currently exists as a supervisory health science administrator and will be updated to non-supervisory to meet current requirements. This position will be a vice hire vacated over 2 years ago.

4. Funding/Budget Estimate/Fiscal Impact

- **ILIR Funding.** The RDT&E medical research programs included in SOC 193 and targeted for budget cuts reflects a \$4.093M in “In House Laboratory Independent Research (ILIR).” The approximately \$ 4.0 M ILIR reduction removes all support for ILIR and will grossly impact faculty recruitment and retention, research training for military medical students and resident fellows and will curtail any opportunities for uniformed and non-uniformed faculty researchers to collect pilot data towards military relevant medical research projects in infectious disease, military operational medicine and combat casualty care. Without continued intramural funding, funds that have been previously targeting feasibility funding by VPR for high priority research will no longer be available. Projects supported with these funds concentrate on research to better understand and prevent diseases and conditions that plague our male and female warfighters as well as to identify new diagnostics and treatments to improve health, readiness and performance.
- **Extramural Awards.** As of 30 June 2020, there are 180 awards in FY20 totaling \$247,768,529. This amount is less than the FY19 total of \$255,329,619; however, all FY20 awards have not been received. Final FY20 award data will be available during the first quarter of FY21.

Board Action Requested: None needed at this juncture.

Supplement

Tab 44

Faculty Senate

Uniformed Services University of the Health Sciences Board of Regents

Board Brief

Submitted by: LTC Craig Myatt, PhD Date: 16 July 2020

Title & Department: President, Faculty Senate & Assembly Phone: 301-295-

1348 Purpose: Information X Action

Subject: Faculty Senate Report

Significant Issues:

Current Highlights – The Faculty Senate is working closely with the University leadership and department chairs as faculty, staff, and students prepare for a second academic year in the COVID-19 pandemic. The Faculty Senate plans to maintain all previous annual activities. When necessary in the previous academic year, the platform for presentation was adjusted and will be adjusted in the current year. On-campus events are now provided using distance learning platforms as a new norm. Those platforms include Adobe Connect and Google Meet videoconferencing and teleconferencing. The Faculty Senate will soon develop a migration plan for the use of Zoom technology.

1. Education Day. The Education Committee (chaired by LTC Myatt) conducted Education Day on 19 June 2020. The Committee held Education Day 2020 as a virtual event using Adobe Connect as the technology platform. The Theme for Education Day was “*Health Sciences Innovations Shaping the Strategic Operational Medicine Framework*”.

a. *Keynote Speakers –*

- *Moderator:* COL (Ret) Dale Smith, Ph.D., Professor of Military Medicine and History
- *First Keynote Speaker and Topic:*
 - MG (Ret) Joseph Carvalho, MD, President and Chief Executive Officer of the Henry Jackson Foundation
 - *Preparing USU Student Physicians to Become Operational Medicine Leaders.*
- *Second Keynote Speaker and Topic:*
 - Professor Deborah Powell, MD, Dean Emerita and Professor of Pathology at the University of Minnesota School of Medicine.
 - *Competency Based Medical Education CBME: Advantages and Challenges.*

b. *Innovation in Education Awards* – each awardee received a \$2,500 grant.

- *PreClinical/PreClerkship Awardee and Topic:* LtCol David Bradley, doctoral candidate at the University of Alabama and instructor in the Adult Gerontology Clinical Nurse Specialist Program, Graduate School of Nursing.
Operation Pumpkin: An Innovative Outdoor Exercise to Engage Students, Faculty, and Other Interdisciplinary Staff.
- *Clinical/Clerkship Awardee and Topic:* LCDR Sebastian Lara, M.D., Assistant Professor of Clinical Medicine, Department of Pediatrics, School of Medicine.
Remote Assessment of Clinical Skills during COVID-19: A Virtual High-Stakes Summative Objective Structured Clinical Examination (teleOSCE).

c. *Teaching with Technology Award:*

- Awardees and Topic: Maj Eric Meyer II, M.D., Ph.D., Associate Professor of Psychiatry; David Mears, Ph.D., Professor and Chair in the Department of Anatomy, Physiology and Genetics; and Margaret Swanberg, Ph.D., Associate Professor of Neurology.
Neuroscience Module & COVID-19

d. *Videoclip recordings of Education Day 2020* are available at the following link:

<https://panopto.usuhs.edu/Panopto/Pages/Sessions/List.aspx?folderID=f465c09a-89ab-4829-84ac-abe600ffe7f8>

Education Day video recordings can be accessed by copying the above link into a web browser search bar.

2. **Research Policy Support.** The USU Faculty Senate supports a change in existing federal interpretation of the Paperwork Reduction Act (PRA) of 1980/1995 and its execution by organizations external to USU. The Faculty Senate presented a point paper to the University President, Richard Thomas, M.D., D.D.S, on 23 March 2020 as the most recent follow through by the Faculty Senate on this matter. The recommendation in the point paper advocates for a change in Congressional legislation and policy to exempt Department of Defense (DoD) medical and scientific research from the PRA.

That recommendation is consistent with what our interagency colleagues at the National Institutes of Health (NIH) achieved with an exemption from the PRA as part of the 21st Century Cures Act. The recommendation is also consistent with ongoing University-wide efforts to address this matter through the Office of the Vice President of Research. We currently anticipate legislative review in support of our position in the next few years.

The Faculty can function under an exemption only when there is a legislative fix in Congress with supporting DoD policy in place at USU. The existing federal interpretation of the PRA to encompass medical and scientific research is placing an unnecessary burden and constraint on USU faculty and students. The PRA directly affects every single faculty member engaged in human subjects research. It adversely impacts objectives outlined in the USUHS Strategic Plan 2019-2023.

In academic year (AY) 2020, efforts by the Co-Chairs of the Research Policy Committee, Luke Michaelson, Ph.D., R.N., and LCDR James Dunford, Ph.D., stimulated a collaborative review with the Education Committee related to this matter. Similar collaborative review between the two committees and other USU stakeholders will continue throughout AY 2021.

3. COVID-19 “Safe Passage” Return to Work. In March 2020, at the start of the national COVID-19 pandemic response, Penny Pierce, Ph.D., R.N., and at that time President of the Faculty Senate and Assembly, recognized a growing need to implement stronger mechanisms of communication and support for faculty throughout the University. Within a matter of weeks, she conducted a needs assessment and established a weekly online videoconference session, *Connect and Chat*. A prevailing concern expressed throughout the months-long series of *Connect and Chat* is “COVID-19 ‘Safe Passage’ Return to Work”.

Connect and Chat provides an open forum of discussion among faculty. The sessions are held after the close of business on Tuesday evenings. All discussion is non-attributional. The open dialogue sometimes allows for recitation of poetic prose. On other occasions it allows for discussion about social justice. From time-to-time, faculty share a good, healthy, joke to lighten the mood. Discussions on “Safe Passage” allow for the faculty to share facts and opinions about SARS-CoV-2 (COVID-19). The discussion ranges from the biology of the virus to anxiety about the virus and its spread. The faculty quite easily engage in discussion about SARS-CoV-2 research, clinical testing, and epidemiologic concerns.

The concern and discussion about “Safe Passage” return to work overlaps with challenging social issues that currently affect our faculty directly and indirectly. Dr. Pierce offered to continue leading the *Connect and Chat* sessions through AY 2021. A forum that did not exist a year ago is now a forum through which faculty can address matters of safety and well-being. Within the forum, faculty share not only professional stories worth hearing, but also engaging personal stories. *The Connect and Chat* forum offers our faculty an opportunity to gather, virtually, under relaxed circumstances, and to share relevant life issues and work concerns. It appears to be a pleasant venue contributing to the eventual “Safe Passage” return to work for all active USU faculty.

4. Salary and Comparability Tracking.

a. The Chair of the Comparability and Faculty Welfare Committee, Viqar Syed, Ph.D., presented an annual salary comparability analysis at the Spring Faculty Assembly meeting on 18 June 2020. She reviewed salaries and salary comparability in the Graduate School of Nursing and the School of Medicine. The analysis also involved a review of salaries and salary comparability across USU by gender. Dr. Syed’s three-year tenure on the Faculty Senate, and multi-year tenure as Committee Chair, provides the Faculty Senate with an analytic methodology that will remain viable in the upcoming academic years. Her methods of analysis will be useful to the Faculty Senate in AY 2021, but with minor modifications based on her concluding recommendations. Dr. Syed is willing to serve as an internal USU consultant to the Faculty Senate to assist with ongoing analysis and assessments.

b. Throughout AY 2021 the Faculty Senate will review and report on the findings in the Comparability and Faculty Welfare Report presented at the Faculty Senate Spring Assembly meeting. Positive trends cited in the salary comparability include:

i. *For the GSN -*

- Salaries for faculty with doctoral degrees are comparable to median salaries in the national, public, and North Atlantic sectors.
- Base salaries for Assistant Professors were 10-15% higher than the sectors compared with.
- Base salaries for Full Professors were 1-15% higher than the sectors compared with.

ii. *For the SOM –*

- Median salaries of **MDs in basic science departments** at Assistant and Full Professor ranks are comparable to National, Public and North Atlantic medians (Associate and Chair data redacted).
- Median salaries of **PhDs in basic science departments** at Assistant and Associate ranks are comparable to the National sector.
- Median salaries of **PhDs in basic science departments** at Assistant and Associate ranks are comparable to the National sector.

iii. *Across USU by Gender –*

- Median salaries for all ranks of **PhD faculty** are comparable for males and females.
- Median salaries for **Assistant and Associate MD faculty** are comparable (within 5%) for males and females.

c. Overall Considerations for improvement in the SOM and across USU include:

i. In the SOM –

- Clinical departments of the SOM, median salaries of faculty at all ranks are 25-30% lower compared to National, Public, or North Atlantic region medical schools.
- The median salaries of faculty with PhDs in clinical departments are 7-12% below the median salaries of medical schools in the National sector.
- Comparing the School of Medicine Faculty Salary Schedules-Base Pay (Per Annum) Tables from 2017-2018 and 2018-2019 presented on the USU website showed an increase of \$17, 898, \$12,767 and \$7,638 in the maximum salary ranges for Ph.D. Assistant, Associate and Full Professor respectively. As a result of this change, the salaries of Assistant and Associate Professors are shifted towards the lower end of the range.

ii. Across USU –

- The median salaries of Research-prefixed Assistant and Associate professors are 27.5% and 16% respectively lower than salaries of non-prefixed equivalent colleagues.
- The median salary for female MD Professors is 17-18% below the median salary for male MD Professors.
- Racial and ethnic diversity has increased among university faculty. Human resources data is available to generate AY 2021 salary comparisons at the assistant, associate, and full professor levels based on race and ethnicity.

5. Innovative Communications Applications –

a. Consultants to Faculty Senate. In AY 2021, the Faculty Senate will use faculty members recruited from the Faculty Assembly, internal and external to the Faculty Senate, for professional consultation. The consultants can assist in matters that help the Faculty Senate support the University meet value-driven objectives across all mission domains outlined in the USUHS Strategic Plan 2019-2023.

In a resource-constrained environment, the value of using, for example, a well-respected faculty member such as Marzena Pazgier, Ph.D., Associate Professor of Medicine and Faculty Senate member, is that she can use unique talents in a consultant capacity beyond her current duties to develop faculty incentives for service in the Faculty Senate not yet realized. Similarly, faculty no longer serving on the Faculty Senate, such as Sara Contente, Ph.D., Faculty Senate former Past-President and Professor of Pathology, remain available as highly-valued consultants. Neil Grunberg, Ph.D., Professor and two-time President of the Faculty Senate offers on-going leadership consultation to the Faculty Senate officers. He also extends his consulting services to the Faculty Senate by serving as the Chair of the Grievance Committee.

b. Communications “Refresh” (Reset) for Innovative Faculty Senate outreach and exchange with faculty, staff, and students. The newly appointed Faculty Senate Communications Chair, LCDR Austin Haag, Ph.D., initiated an information technology (IT) systems utilization review to assess what web applications and IT platforms the Faculty Senate is utilizing, and potentially underutilizing, for internal Faculty Senate communication, outreach and exchange. A Talent Management approach will be presented to Faculty Senate members via the Communications Committee. The talent management approach is directed toward seeking talent throughout both the Faculty Senate and Assembly to support the Faculty Senate Constitution and the USUHS Strategic Plan 2019-2023.

6. Governance through Resilience –

a. The Faculty Senate will continue to adapt and support USU as a medical academic learning organization committed to excellence by exercising governance through resilience. The USU Consortium for Health and Military Performance (CHAMP) defines resilience as “the ability to withstand, recover and grow in the face of stressors and changing demands”. Peter Senge suggests that learning organizations are organizations that transform

and grow as individuals in the organization learn from each other and their organizational experiences. The CHAMP definition of resilience offers a mechanism for Faculty Senate governance reinforced by this year's stated vision and purpose.

b. Faculty Senate Elections. CDR Raymond Bonds, D.N.P, and Minnie Malik, Ph.D., supervised the Faculty Senate election process in AY 2020. The newly elected members of the Faculty Senate received official notification during the week of the Spring Faculty Assembly meeting in June. Newly elected officers and members of the Faculty Senate are:

President-Elect: COL (Ret) Ernest Lockrow, D.O. (OBG-SOM).

Secretary-Treasurer: LTC (P) Robert Shih, M.D. (RAD-SOM).

SOM Clinical Science Senators: Guinevere Granite, Ph.D. (SUR-SOM); David Burmeister, Ph.D. (MED-SOM).

SOM Basic Science Senators: MAJ Angela Yarnell, Ph.D. (MEM-SOM; Deputy PMS); Lynette Parker, M.D. (PAT-SOM); LCDR Austin Haag, Ph.D. (PMB-SOM); Jose Marcelo Ramalho-Ortigao, Ph.D. (PMB-SOM).

SOM Non-Billeted Senators: Yusef Sayeed, M.D., M.P.H. (ANE-SOM); Samuel Han, M.D. (OBG-SOM).

GSN Senators: MAJ Jose Rodriguez, D.N.P., R.N.; Jennifer Trautman, Ph.D., R.N.

CAHS Senator: HMC Luis Santana.

Current & Future Concerns: The Faculty Senate continues to serve as the voice of the faculty in all matters influencing our academic and scientific mission while attending to the morale and welfare of our community. The Faculty Senate will operate throughout academic year 2021 with a stated vision and purpose.

1. Academic Year 2021 (AY21) Vision: building a year of refreshed excellence.

Faculty Senate Academic Year 2021 Vision



2. AY21 Faculty Senate Purpose: to serve with renewed perspective and refreshed commitment providing continued excellence in –

- Health Sciences education and research
- Professional conduct, safety, and well-being
- Communications applications and strategies
- Governance for improved competency and growth

Funding/Budget Estimate/Fiscal Impact: The Faculty Senate operated with a funding budget of \$16, 757 in AY 2020. The estimated funding budget for AY 2021 is \$22, 500. The migration from on-site conferences to virtual conferences using distance learning (DL) techniques in AY 2020 reduced the overall budget by several thousand dollars. A current requirement to update and replace plaques and name plates in the Hall of Flags, Building B, created an increase in the upcoming AY 2021 budget when compared to AY 2020.

Staffing Impact: The Faculty Senate relies on the service of its membership but does not have administrative support to coordinate and execute its many functions throughout the year. The Faculty Senate continues to review human resource options available throughout the University.

Board Action Requested: None.

Supplement

Tab 45

*Henry M. Jackson Foundation
for the Advancement
of Military Medicine*

Uniformed Services University of the Health Sciences Board of Regents

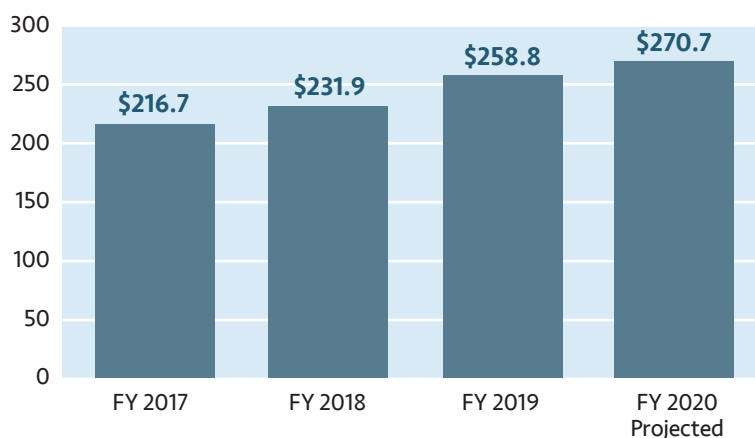
BOARD BRIEF

Submitted by: Joseph Carvalho, Jr., M.D. **Date:** August 3, 2020
Title & Department: HJF President and CEO **Phone:** 240-694-2017
Purpose: Board of Regents (Summer 2020 Meeting)
Subject: Henry M. Jackson Foundation for the Advancement of Military Medicine Report

Report Summary

- HJF supported multiple USU COVID-19 research efforts and successfully transitioned its 1300+ person staff to telework activities and limited on-site activity during the pandemic. USU's strong support of laboratory and PESMOA staff with limited telework opportunities is gratefully acknowledged.
- Despite pandemic challenges, HJF welcomed USU research activities to Rockledge Drive and continued progress toward the establishment of a research collaboratorium.
- The USU-HJF Personnel Memorandum of Agreement (PESMOA) will reach its two-year anniversary in September.

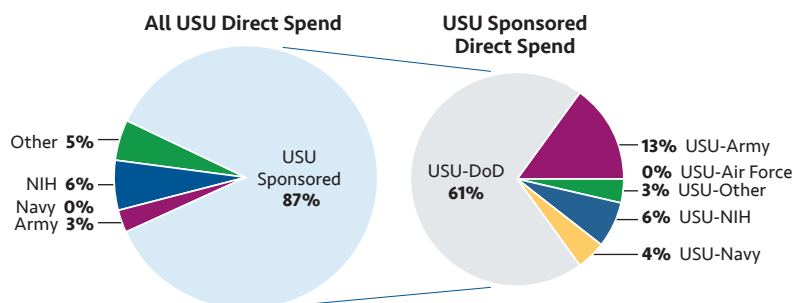
HJF Supported Research Spending for USU
(in millions)



Research Support

HJF currently manages over 515 awards on behalf of USU investigators. Total research funding in 2019 was \$258.8 million, and FY 2020 projections show an increase in projected spending to \$270.7 million. Sponsors include USU, the Department of Defense, Army, Navy, Air Force, the National Institutes of Health, and other non-federal organizations. HJF supported USU investigators in over 135 collaborations with DoD, other federal agencies, academia, and industry partners.

USU FY20 Projected Direct Spending by Sponsor



Continuing Support of Military Medical Research Assets to Accelerate Advances

USU's Centers continue to consolidate in a building co-located with HJF's Home Office on Rockledge Drive, just a short drive from the USU main campus. During the past weeks, the Infectious Disease Clinical Research Program (IDCRP), the National Center for Disaster Medicine and Public Health (NCDMPH), Osseo-Integration (OI), and the Battlefield Shock and Organ Support (BSOS) research programs have moved administrative operations to this new location. The Center for Neuroscience

and Regenerative Medicine (CNRM) has also moved here. In addition to program administrative space, the location offers 8,901 square feet of new laboratory space to accommodate the expansive research program and brain health work being conducted by CNRM. Combined with the lab suite already occupied by the Center for Prostate Disease Research (CPDR), USU has more than 17,500 square feet of laboratory space at Rockledge Drive. The Center for Global Health Engagement (CGHE) is also planning to move to this location in September.



HJF Support for Critical COVID-19 Research

IDCRP, led by CAPT Timothy Burgess, has spearheaded USU's research efforts in response to the COVID-19 pandemic. The Center, supported by HJF staff, is participating in several fast-paced clinical research trials, with enrollment at multiple Military Treatment Facilities. This rapid ramp-up of research efforts required increased support personnel, and HJF successfully transferred personnel from other research programs to meet this critical need.

In addition to efforts within IDCRP, USU investigators in various centers and departments worked closely with HJF program management staff to quickly assemble study proposals in response to COVID-19 related research needs. Additionally HJF scientific staff are working side-by-side with USU COVID-19 research staff to increase the

understanding of viral pathogenesis, and work toward the development of therapeutic and clinical support tools.

In addition to providing physical space for USU research programs, HJF is supporting the establishment of a USU collaboratorium at Rockledge Drive. This new facility will greatly enhance USU conferencing capabilities, offering between 150 and 200 seats, state-of-the-art audiovisual equipment, and the ability to seamlessly collaborate both on-site as well as virtually through multiparty meetings or workshops with domestic and/or international partners. Over the past few months, steady progress has been made towards finalizing the schematics of the facility with input from USU's prospective users. This ambitious project is on schedule and expected to be completed by spring 2022.

HJF Employees Supporting USU

HJF continues to provide strong support to scientific and administrative areas throughout the USU main campus as well as at USU South and USU West. PESMOA, which is approaching its two-year anniversary, provides a robust

stream of non-research related skill sets to the University. The number of individuals brought on through PESMOA continues to increase, with recent growth in USU South's College of Allied Health Sciences.

Endowments and Education Funds

HJF currently manages 32 endowment awards in support of USU. HJF also manages 96 education funds used for various education and training needs, including conference attendance, exam fees, and textbooks in support of USU. Endowment and education fund spending has stabilized in FY 2020 at lower levels than FY 2019 with the reduced endowment base and the completion of spending on key

projects, including the CPDR renovation noted in our FY 2019 report. While the endowment portfolio was down 8.6 percent overall in FY 2020 Q2 due primarily to COVID-19 related market disruption, it had rebounded 7.0 percent in FY 2020 Q3 to date through May 31, 2020, recovering much of the initial losses.

Endowments-at-a-Glance	As of June 30, 2020
Number of Endowment Awards in Support of USU	32
Total USU Endowment Balance	\$40.9 million
Portfolio Performance (as of May 31, 2020, since 2010, inception with Commonfund)	5.80%
Portfolio Benchmark (as of May 31, 2020, since 2010, inception with Commonfund)	5.20%
FY 2020 USU Endowment Spending (as of May 31)	\$1.7 million

Education-at-a-Glance	As of June 30, 2020
Number of Active Education Projects in Support of USU	96
Total Value	\$2.5 million
FY 2019 USU Education Fund Spending (as of May 31)	\$0.6 million

Supplement

Tab 46

Office of the General Counsel

Ethics for the USU Board of Regents

Mark E. Peterson, General Counsel, Office of General Counsel
OGC@usuhs.edu



OVERVIEW

- FACA members are “Special Government Employees”
- Ethics Rules apply to SGEs, including:
 - Conflicts of Interest
 - Representational Activities
 - Post Employment
 - Misuse of Position
 - Teaching, Speaking, and Writing Outside of DoD
 - Speaking on Behalf of DoD/USU
 - Gifts
 - Impartiality
 - Fundraising
- Additional Topics: Foreign Agents, Hatch Act, Disclosure of Information



WHAT IS AN SGE

Advisory committee members are appointed as part time intermittent consultants, serving less than 130 days in the next 365 days, which qualifies them as Special Government Employees (SGEs). As SGEs, FACA members are subject to the ethics rules but to a lesser extent.

SGEs:

- For this Panel, serve without compensation; and
- May not serve more than 130 days in any consecutive 365 day period (130 day period is aggregate of all Federal Service (not just service at DoD)).



3

WHAT IS AN SGE

Counting days.

Any day, regardless of the amount of time worked, counts as a full day (except brief non-substantive interactions such as scheduling meetings, preparing for a meeting performed at home – are not counted as days of service); and
Any day for which you are paid.

Best Practice – Day Tracking Chart



4

CONFLICT OF INTEREST

- Members are chosen because of their expertise in a given field. As such, they may have conflicts because of their non-Federal: employment, outside affiliations, spouse's employment, financial holdings.
- Financial Disclosure Form: Members are required to file an Alternate Confidential Financial Disclosure Form (OGE 450) once a year. However, member is still responsible for knowing his/her financial holdings and affiliations and avoiding potential conflicts between 450 filing.
- DFO must be informed of member's affiliations and employment throughout SGE's term to assist avoiding conflicts.

Best Practice – Before each meeting inform DFO about new affiliations, employment, holdings.



5

CONFLICT OF INTEREST – 18 U.S.C 208

SGEs are *prohibited* from:

Participating personally and substantially in an official capacity--

In any particular matter that has a direct and predictable effect on their financial interests

Or upon those financial interests imputed to them:

Immediate Family: spouse and minor child

Employment or Affiliation: an organization in which the SGE serves as an officer, director, trustee, general partner, or employee, or the SGE's general partner

Future Employment: an organization with which SGE is negotiating or has an arrangement for prospective employment.



6

CONFLICT OF INTEREST – 18 U.S.C 208

Particular matter involves: "deliberation, decision, or action that is focused upon the interests of specific persons, or a discrete and identifiable class of persons."

For example, if an advisory committee deliberates on a prospective personnel tracking system contract that involves four defense contractors, the committee deliberations would be a particular matter.

But, if the topic of a committee meeting is management priorities over the next four years, the deliberations are focused on broad policy and would not be a particular matter.

Most OSD FACAs do not routinely handle particular matters, but instead are more focused on policy recommendations that affect only DoD/USU personnel, not outside companies and entities.



7

EXAMPLES OF CONFLICTS

A conflict may arise if an SGE participates in a discussion to review whether to recommend a particular basing posture in the Western Pacific:

- the SGE is a partner in the law firm that represents two of the foreign governments affected;
- the spouse of the SGE owns stock in, or works for, the contractor that is currently constructing facilities in the region;
- the SGE is a consultant, employee, or member of the board of directors of an entity that may be involved in the case.

Best Practice – Seek ethics officials (or DFO) counsel before participating in the deliberations.



8

REMEDIES FOR CONFLICTS

- Disqualification – All SGE's complete a blanket disqualification acknowledging their obligation not to participate in any part of the discussion—deliberation, presentation, voting or report drafting.
 - Best to leave the room
 - **Best Practice** - Note the disqualification for the record
- Exemptions – De minimis holdings, multi-campus universities, SGE's employment interests when part of a larger class.
- Waivers – Ethics counselors should be consulted where the DFO determines that the need for the SGE's service outweighs the potential for a conflict of interest, thereby warranting a waiver.
 - Waivers are released to the public and are rarely issued.

9



REPRESENTATIONAL ACTIVITIES

18 U.S.C. 203 and 205 may limit representational activities:

- **203** – Seeking or accepting compensation for representing a third party before a Federal department, agency or court in matters where the U.S. is a party or has a substantial interest ; or
- **205** – Prosecuting or assisting in the prosecution of claims against the U.S. or representing another before a Federal department, agency or court (even when not compensated) in matters where the U.S. is a party or has a substantial interest --

In the following circumstances:

- For all particular matters involving specific parties in which they were personally and substantially involved as FACA members; and
- After serving 60 days in DoD/USU (in the preceding 365 days), any particular matter involving specific parties pending at USU.

10



REPRESENTATIONAL ACTIVITIES

Impact of serving more than 60 days

- Members who serve more than 60-days in DoD during the immediately preceding 365 days, are prohibited from representing their employers or clients back to DoD on any particular matter involving specific parties pending before DoD.
- No prohibition on self-representation.

Best Practice – Closely monitor Day Tracking Chart and Time and Attendance records.

11



EXAMPLES OF REPRESENTATIONAL ACTIVITIES

- As part of her FACA duties, an SGE participates in a study that identifies four defense contractors suitable to conduct work, which may be part of the FACA recommendation. The member may not now, or in the future, represent any of the four contractors identified in the study before DoD on this contract (particular matter specific parties).
- The SGE from the above example would like to represent one of the four defense contractors to DoD in a discussion on cyber security resources. Because this is a distinct and separate matter from the study, the member may represent the defense contractor to DoD, as long as she has not served in DoD for more than 60 days in the prior 365 day period.

12



POST-EMPLOYMENT 18 U.S.C. 207

Lifetime Ban: Bars SGEs from representing another before any Federal agency or court regarding **particular matters involving specific parties** in which they participated personally and substantially during Federal service on the Commission. ["Lifetime" means lifetime of the particular matter (e.g., 3-year contract, 1-year study)].

Best Practice – SGEs should seek guidance on their post-employment briefing from SOCO.

13



MISUSE OF DOD POSITION

SGEs are ***prohibited*** from:

- Using their title, position, or authority for their own private gain, or the private gain of friends, relatives, clients, or anyone with whom members are affiliated in a non-Governmental capacity;
- Using non-public information in a financial transaction to further their private interests or those of another, or disclosing confidential or non-public information without authorization; or
- Using Government property and time for unauthorized purposes.

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EXAMPLE OF MISUSE OF DOD POSITION

- Soliciting business for private employer while at a Commission meeting.
- Using status as a member of the Commission to gain access to government facilities & personnel, while not engaged in Commission work.
- FACA member giving a personal speech but referencing only their Commission title and discusses Commission business.

15



ETHICS RULES SUMMARY

LENGTH OF SERVICE	60 days or less	61-130 days	>130 days
CONFLICT OF INTEREST RULES	<ul style="list-style-type: none"> • Member must recuse from matter if finances, employers, clients, or other interests pose a potential conflict. • Rare to consider particular matters affecting outside parties. 	<ul style="list-style-type: none"> • Greater likelihood member may have to recuse from matter when finances, employers, clients, or other interests pose a potential conflict. 	<ul style="list-style-type: none"> • Aggregate days of service on all FACAs count toward 130 day limit. • No longer get benefit of Special Government Employee status • May affect HR staffing; need more than part-time billet
OUTSIDE REPRESENTATION RULES	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any particular matter SGE has participated in personally and substantially in Commission work. 	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any matter pending before DoD. Cannot communicate with DoD. 	<ul style="list-style-type: none"> • 18 USC 203/205 – cannot represent employer or client to Federal Government on any matter.
POST-GOVERNMENT EMPLOYMENT RULES	<ul style="list-style-type: none"> • Restriction for "lifetime" of any particular matters arising from Commission work. • Rare to consider particular matters affecting outside parties. 		<ul style="list-style-type: none"> • All 18 USC 207 - PGE Restrictions apply.

16



Teaching, Speaking, and Writing in a Personal Capacity

During your appointment, you may continue to receive fees, honorarium, and other compensation for teaching, speaking, and writing undertaken in your personal capacity on topics that are not directly related to your SGE position.

If you use your DoD title or position as one of several biographical details given to introduce yourself in connection with your personal teaching, speaking, or writing, and the subject of the teaching, speaking or writing deals in significant part with any ongoing or announced policy, program, or operation of DoD, *you must use a disclaimer* (at the beginning of your speech or prominently placed for written material), expressly stating that the views presented are yours and do not necessarily represent the views of DoD or its components.

17



Speaking On Behalf of DoD/USU

DoD Advisory committee members provide Executive-level advice to the Secretary and Deputy Secretary. These duties generally do **not** include representing DoD or its views to external entities. This means that advisory committee members may not represent the views of DoD, or give an official speech on behalf of DoD, as this is considered an inherently governmental function and as such can only be undertaken by a full-time or permanent part-time DoD employee or member of the military on active duty.

- If you are asked to speak on behalf of DoD, for example, by Congress, the media, or an outside organization, please contact your supervisor or ethics official for further guidance.

18



Gifts from Outside Sources

Acceptance of gifts given to you **because of your DoD position** is generally prohibited.

Because there are a number of exclusions or exceptions that permit the acceptance of a gift, you should consult an ethics official if you receive a gift in your SGE capacity.

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Impartiality

While SGEs are prohibited from participating in matters in which they have a financial interest, there may be other circumstances in which an SGE's participation in a particular matter involving specific parties would raise a question regarding the SGE's impartiality.

For example, if an SGE is asked to review a grant application submitted by their mentor or someone with whom the SGE has a close personal or professional relationship, this may raise concerns about the SGE's impartiality. In such circumstances, the SGE should seek the guidance of their supervisor or advisory committee staff to determine whether disqualification from the matter is appropriate.

20



Fundraising

Generally, you may fundraise in your personal capacity. You may not, however, fundraise in the Federal workplace (except for collecting gifts-in-kind, such as food, clothing and toys), and you may not solicit funds from any person whom you know is a prohibited source of DoD and whose interests may be substantially affected by performance or non-performance of your DoD duties.

Finally, you may not use or permit the use of your official title, position, or authority associated with your position to further any personal fundraising efforts.

21



Foreign Agents

You may not act as an agent or lobbyist of a foreign principal required to register under the Foreign Agents Registration Act or the Lobbying Disclosure Act of 1995 unless the head of the agency certifies that your employment is in the national interest. 18 U.S.C. § 219.

If you have registered under either of these statutes, please contact your DFO or USU OGC.

22



Hatch Act

The Hatch Act limits the political activities of Federal civilian employees.

SGEs are covered by the Hatch Act only when actually performing work for the Federal government.

This means that an SGE may not engage in any political activities (activities associated with a partisan campaign) during the hours that he or she is "on-duty" for DoD/USU.

23



Disclosure of Information

You may not disclose classified or proprietary information that you receive in the course of your DoD duties. Before disclosing information that is proprietary, not releasable under the Freedom of Information Act, protected by the Privacy Act, or otherwise restricted, please confirm that it may be released. 18 U.S.C. § 1905.

Furthermore, you may not disclose Government information that is designated as confidential or has not been disseminated to the general public and is not authorized to be made available to the public on request.

5 C.F.R. § 2635.703.

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UNIFORMED SERVICES UNIVERSITY OF THE HEALTH SCIENCES

Department of Defense

OFFICE OF THE GENERAL COUNSEL
4301 JONES BRIDGE ROAD
BETHESDA, MARYLAND 20814-4799
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AN ETHICS GUIDE FOR SPECIAL GOVERNMENT EMPLOYEES, INCLUDING CONSULTANTS AND EXPERTS (SUCH AS ADVISORY COMMITTEE MEMBERS)

At the Uniformed Services University (USU), we are fortunate to have many professionals and industry leaders provide advice to the University President as consultants and experts. Because many of these individuals retain ties to defense industries or other organizations related to national security, it is important to identify potential conflicts of interest that may arise while serving as a DoD/USU consultant. This handout briefly summarizes the ethics rules. We encourage employees to consult an ethics official whenever they have questions or need more detailed information.

Good faith reliance on the advice of an ethics official will, in most cases, protect you from adverse administrative action and deter criminal prosecution. USU attorneys are available at (301) 295-3028 or by email at OGC@usuhs.edu. We have also posted considerable guidance, including information on financial disclosure reporting, on our website at: <https://www.usuhs.edu/ogc/ethics> For DoD ethics resources, please also use the DoD Standards of Conduct Office's online resources: http://ogc.osd.mil/defense_ethics/.

1. What does it mean to be a Special Government Employee?

In the Department, most employees appointed as consultants and experts, including members of advisory committees, serve as "Special Government Employees" (SGEs). Upon appointment, these consultants and experts assume many of the responsibilities, obligations, and, restrictions that are part of public service.

SGEs *are* Government employees, for purposes of the conflict of interest laws. Specifically, an SGE is "an officer or employee . . . who is retained, designated, appointed, or employed" by the Government to perform temporary duties, with or without compensation, for not more than 130 days during any period of 365 consecutive days. Your status as an SGE is determined prospectively at the time of your appointment based upon a good faith estimate that you will not be expected to serve more than 130 days during the ensuing 365-day period. This 130-day period is an aggregate of all your Federal service, and not just your appointment to one office or advisory committee at DoD. For example, it includes days you serve as a consultant or expert in another Federal agency or department, and days you serve as a military reservist. If you have served in any capacity for a Federal agency or department within the last year or will serve in the coming 365-day period, please share this information with the appropriate DoD official to ensure that you do not exceed the 130-day limit.

When counting days that you work as an SGE, you must count each day in which you perform services as a full day, even if you did not perform services for the entire workday. Brief non-substantive

interactions, such as emails or phone calls to set up a meeting or coordinate travel, should not be counted as a day of duty. Any day for which you are paid by the Government (not including travel reimbursement) must be counted as a day.

2. Financial Disclosure

At DoD, the vast majority of SGEs are required to file a Confidential Financial Disclosure Report (OGE Form 450), or in some cases the DoD alternate form (DoD Confidential Conflict-of Interest Statement for DoD Advisory Committee Members). As the name implies, the OGE Form 450 (or DoD alternate form) is treated as confidential and is not available to members of the public. On very rare occasions, SGEs are required to file a Public Financial Disclosure Report (OGE Form 278e) because of the nature of the duties they are being asked to perform, the level of compensation for the position, or the statute authorizing the creation of the position mandates the filing of a public report. Again, as the name implies, the OGE Form 278e can be released to a member of the public upon request. The purpose of the financial disclosure report is to enable ethics officials to determine whether your financial interests may create a conflict of interest that would hinder or preclude your service for the Department.

3. Criminal Conflict of Interest Statutes

During your appointment you are required to comply with several criminal statutes. These statutes are codified at 18 U.S.C. §§ 203, 205, 207, and 208, and are divided into the following subject areas: (1) financial conflicts of interest; (2) representational activities; and (3) limits on representation after you leave the Government.

Financial Conflicts of Interest

The primary financial conflict of interest statute, **18 U.S.C. § 208(a)**, prohibits all employees, including SGEs, from participating personally and substantially in any particular matter that has a direct and predictable effect on their own financial interests or on the financial interests of any person whose interests are imputed to them. The interests of the following persons are imputed to you: your spouse; minor child; general partner; organizations which you serve as an officer, director, trustee, general partner or employee; and a person or organization with whom you are negotiating or have an arrangement concerning prospective employment. Because SGEs are typically engaged in outside employment which is related to the subject area for which the Government requests their services, it is extremely important to take this conflict rule into consideration.

A conflict may arise in various ways. An SGE would be prohibited from participating in a discussion that involves whether a certain weapons program should be continued if the SGE works for the company that manufactures the weapon, or from reviewing a contract proposal from an association for which the SGE serves as a member of the board of directors. In these instances the SGE would be required to recuse from participating in the matter.

If you become aware of a conflict of interest, you must disqualify yourself from acting in the matter and notify your supervisor. You should also consult a DoD ethics official, since there are several regulatory exemptions that may permit you to participate even when you have certain financial interests that cause a conflict of interest.

The statute and implementing Federal regulations provide for issuance of waivers that may allow you to work on matters in which you have a financial conflict of interest. Such waivers must be issued by an authorized authority before you participate in the matter. Since waivers are complex and rarely granted, you must seek advice from a DoD ethics official.

Representational Activities

Two statutes, 18 U.S.C. §§ 203 and 205, prohibit Federal employees, including those in an SGE status, from representing another person or entity before any agency or court of the Executive or Judicial Branches. Specifically, as an SGE, section 203 prohibits the receipt of compensation for representational services only in particular matters involving a specific party: (1) in which an SGE has participated personally and substantially as a Government employee; or (2) which is pending in DoD if the SGE has served for more than 60 days in DoD (aggregating all days served at any DoD component or organization) during the immediately preceding 365 days. For example, this would include service within DoD as a regular employee, military member on active duty, and/or as an SGE. Representational services include written or oral communications and appearances made on behalf of someone else with the intent to influence the Government. Section 205 parallels section 203, except that even uncompensated representations made by an SGE are prohibited.

Limits on Representations After You Leave the Government

Finally, 18 U.S.C. § 207, prohibits former employees, including SGEs from representing another person or entity to DoD or another Federal agency or court on any particular matter involving a specific party in which the SGE participated personally and substantially while employed at DoD. This bar lasts for the lifetime of the particular matter.

4. Standards of Ethical Conduct

The following items highlight some of the administrative Standards of Ethical Conduct regulations (5 C.F.R., Part 2635) that pertain to SGEs in DoD.

Teaching, Speaking, and Writing in a Personal Capacity

During your appointment, you may continue to receive fees, honoraria, and other compensation for teaching, speaking, and writing undertaken in your personal capacity on topics that are not directly related to your SGE position.

If you use your DoD title or position as one of several biographical details given to introduce yourself in connection with your personal teaching, speaking, or writing, and the subject of the teaching,

speaking or writing deals in significant part with any ongoing or announced policy, program or operation of DoD, you must use a disclaimer (at the beginning of your speech or prominently placed for written material), expressly stating that the views presented are yours and do not necessarily represent the views of DoD or its components.

Speaking on behalf of DoD

DoD advisory committee members provide Executive-level advice to the Secretary and the Deputy Secretary. These duties generally do **not** include representing DoD or its views to external entities. This means that advisory committee members may not represent the views of DoD, or give an official speech on behalf of DoD, as this is considered an inherently governmental function and as such can only be undertaken by a full-time or permanent part-time DoD employee or member of the military on active duty.

If you are asked to speak on behalf of DoD, for example, by Congress, the media, or an outside organization, please contact your supervisor or ethics official for further guidance.

Acceptance of Gifts from Outside Sources

Acceptance of gifts given to you because of your DoD position is generally prohibited. Because there are a number of exclusions or exceptions that permit the acceptance of a gift, you should consult an ethics official if you receive a gift in your SGE capacity.

Impartiality

While SGEs are prohibited from participating in matters in which they have a financial interest, there may be other circumstances in which an SGE's participation in a particular matter involving specific parties would raise a question regarding the SGE's impartiality. For example, if an SGE is asked to review a grant application submitted by their mentor or someone with whom the SGE has a close personal or professional relationship, this may raise concerns about the SGE's impartiality. In such circumstances, the SGE should seek the guidance of their supervisor or advisory committee staff to determine whether disqualification from the matter is appropriate.

Misuse of Position

SGEs are subject to a number of prohibitions intended to address the use, or appearance of "public office for private gain." These prohibitions include:

- Using your DoD title or referring to your Government position for your own private gain, the private gain of friends, relatives, or anyone with whom you are affiliated in a non-Governmental capacity (including nonprofit organizations at which you serve as an officer, member, employee,

- or in any other business relationship), or for the endorsement of any product, service, or enterprise.
- Using your DoD title or Government position to coerce or induce another person to provide a benefit to you or another person.
- Using non-public Government information in a financial transaction to further your private interests or those of another, or disclosing confidential or non-public information without authorization.

Fundraising

Generally, you may fundraise in your personal capacity. You may not, however, fundraise in the Federal workplace (except for collecting gifts-in-kind, such as food, clothing and toys), and you may not solicit funds from any person whom you know is a prohibited source of DoD and whose interests may be substantially affected by performance or non-performance of your DoD duties. Finally, you may not use or permit the use of your official title, position, or authority associated with your position to further any personal fundraising efforts.

Foreign Agents

You may not act as an agent or lobbyist of a foreign principal required to register under the Foreign Agents Registration Act or the Lobbying Disclosure Act of 1995 unless the head of the agency certifies that your employment is in the national interest. 18 U.S.C. § 219. If you have registered under either of these statutes, please contact SOCO.

Hatch Act

The Hatch Act limits the political activities of Federal civilian employees. SGEs are covered by the Hatch Act only when actually performing work for the Federal government. This means that an SGE may not engage in any political activities (activities associated with a partisan campaign) during the hours that he or she is "on-duty" for DoD.

Disclosure of Information

You may not disclose classified or proprietary information that you receive in the course of your DoD duties. Before disclosing information that is proprietary, not releasable under the Freedom of Information Act, protected by the Privacy Act, or otherwise restricted, please confirm that it may be released. 18 U.S.C. § 1905. Furthermore, you may not disclose Government information that is designated as confidential or has not been disseminated to the general public and is not authorized to be made available to the public on request. 5 C.F.R. § 2635.703.

Questions and Answers

Q. 1. While serving as an SGE you are asked to evaluate a contract between DoD and XYZ Company. You own \$16,000 worth of stock in XYZ Company. Can you evaluate the contract?

No, you may not evaluate the contract. SGEs are subject to the criminal conflict of interest statute and are prohibited from participating in any particular matter that has a direct and predictable effect on their own financial interests. The awarding of the contract will have a direct and predictable effect on XYZ Company and consequently, your own financial interests. There is a limited exemption for financial interests in stock that does not exceed \$15,000 in value; however, even if the stock's value did not exceed \$15,000, there would be a concern about the appearance of a conflict of interest.

Q. 2. As part of your DoD duties, you participate in a study that identifies four defense contractors suitable for future work on a prospective personnel system contract. One of the four contractors subsequently asks you to represent them before DoD on the personnel system contract. Can you represent the contractor before DoD?

No, you may not represent the contractor before DoD on the personnel system contract. Because you participated in the study in your SGE capacity, you are prohibited from representing an outside entity back to DoD on the same exact matter.

Q. 3. You would like to use your DoD title on marketing materials for your consulting firm. Can you use your DoD title to market your outside business?

No, you may not use your DoD title or position to promote your outside business. The ethics rules prohibit employees from using their DoD titles, or referencing their DoD position for their own private gain or the private gain of others.

Rev: 01/2020

CERTIFICATION: SGE ETHICS TRAINING

I hereby certify that I have reviewed the applicable Special Government Employees (SGE) Ethics Guide in its entirety. I am aware that the USU Office of General Counsel ethics counselors are available to answer any questions I may have. I am also aware that this training serves as interim ethics training until the next live ethics training presentation to my Board/Committee.

Completion Date: _____

Sign: _____

Print Name: _____

CC: USU Office of General Counsel
OGC@usuhs.edu
301-295-3028