



**Uniformed Services University
of the Health Sciences
Daniel K. Inouye Graduate
School of Nursing**

PhD Program in Nursing Science

Student Handbook

For students matriculating in 2017

IMPORTANT NOTICE: Provisions of this Handbook are informational and subject to change without notice. The USU GSN reserves the right to update and revise the curriculum. Students are responsible for keeping up-to-date on all policies and procedures located on the PhD Commons Google Drive. Students are advised to consult their academic advisor for quarterly planning and approval prior to course registration.

WELCOME TO GRADUATE STUDIES AT USU

We are pleased you have chosen to pursue a PhD in Nursing Science at the Uniformed Services University. USU is explicitly designed to prepare scientists, scholars, and leaders for military and federal service careers.

The Daniel K. Inouye Graduate School of Nursing is committed to excellence in the didactic/clinical, and research training of MSN, DNP, and PhD students. USU PhD graduates serve the nation in public service, create new knowledge, train the next generation of scientists, and contribute to the advancement of health and science in both public and private positions.

This handbook is designed as a reference for your use in finding answers to frequent, recurring questions concerning graduate study at USU. Much of the information contained herein also appears on the USU GSN website (<http://www.usuhs.edu>).

The PhD Student Handbook contains critical information about all aspects of graduate student life at USU, including progress during your academic program and important issues such as the expectations of the university on topics such as academic integrity, ethical behavior, and military issues. **You are responsible for all the information contained within this handbook as well as updates that are posted on the Google Drive in a folder titled PhD Commons, which serves as a primary communication portal for students and faculty.**

PhD studies at USU consist of a rigorous program of lectures, small group sessions, seminars, and a variety of research experiences in intensive and diverse environments. The program director, the associate dean for academic affairs, and the Commandant's Team will ensure that the policies of USU are uniformly and fairly applied to all graduate students. The program director, Dr. Penny Pierce, your academic advisor, your senior Service member, and the Commandant's Team are all available to answer questions regarding your academic life at USU or any other aspect of the University that pertains to your tenure as a graduate student.

You are enrolled in a university that is proud of its tradition of academic and scientific excellence, and we want you to benefit from the faculty and facilities available on this campus as well as the Washington DC area and our national academic relationships. The faculty and staff in the Graduate School of Nursing wish you success in your academic studies and we stand ready to assist you in your progress toward your degree and beyond.

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

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HISTORY AND MISSION

A Brief History of USU

The 92nd Congress, with the passage of Public Law 92-426 providing the authority to grant appropriate advanced degrees, established the Uniformed Services University of the Health Sciences (USU). The 25-year effort of Congressman F. Edward Hébert (D-LA) led to the congressional passage of legislation that created USU. The University was initially established to provide a comprehensive education in medicine to select young men and women who demonstrated potential for, and commitment to, careers as Medical Corps Officers in the Uniformed Services. The university is organized under the Department of Defense (DoD) and is advised by a board of regents, composed of 15 members prominent in the fields of health and education, nine of whom are appointed by the Secretary of Defense. In 1983, Congress passed legislation officially designating the School of Medicine at USU as the F. Edward Hébert School of Medicine.

Four years after the passage of the legislation creating the University, the School of Medicine admitted its charter first-year class of 32 students in the fall of 1976. Sixty-eight medical students were admitted in 1977 and 108 in 1978. Current enrollment is approximately 170 students per class. The Graduate Program in the Biomedical Sciences has also grown steadily since the first graduate students were admitted in 1977.

The Graduate School of Nursing (GSN) is one of the newest schools at USU. In the fall of 1992, the DoD received the authority along with an appropriation to plan and implement a nurse practitioner education program at USU. The intent of the legislation was to meet the need for advanced practice nurses in the Uniformed Services, which include the Army, Navy, Air Force, and U.S. Public Health Service.

Since graduate degrees in nursing are granted only by a school of nursing, the creation of a GSN at USU was appropriate to grant the Master of Science in nursing (MSN) degree. The program areas initially targeted were family nurse practitioner and nurse anesthesia. The Family Nurse Practitioner (FNP) Program admitted its first students in August 1993. The Nurse Anesthesia (RNA) program admitted students in June 1994. The Clinical Nurse Specialist (CNS) Perioperative Program admitted students in June 2003. The Adult Psychiatric Mental Health Practitioner (PMH-NP) Program admitted students in June 2008, and most recently a specialty in Women's Health was implemented. Excellence in clinical practice and the ability to respond to military mobilization, humanitarian needs, and disaster relief during times of war and peace are the hallmarks of the graduates of this program.

The USU PhD in Nursing Science Program was established in 2002 to meet an evolving need for nursing research relevant to the federal health care system and military operational environments. The first students enrolled in 2003 and graduated in 2006. To date, there have been 40 graduates of the program who have assumed leadership positions in both military and federal organizations. Established to provide nurses with the opportunity to study in this unique environment where federal health care and military operational research are already a priority, nurses prepared in this program are uniquely qualified leaders in research, education, administration, and clinical practice in federal health care and diverse military operations.

In October 2013, USU honored Senator Daniel K. Inouye—the second longest-serving senator at the time of his death in 2013—by naming the Graduate School of Nursing after the iconic World War II hero in conjunction with the GSN’s 20th anniversary celebration.

USU Mission and Vision

The mission of the Uniformed Services University of Health Sciences is to educate, train, and comprehensively prepare uniformed services health professionals, scientists, and leaders to support the Military and Public Health Systems, the National Security and National Defense Strategies of the United States, and the readiness of our Uniformed Services.

By the end of CY 2021, the Uniformed Services University of the Health Sciences will be widely recognized as the pre-eminent national educational institution for the creation of career uniformed services leaders in the health sciences who are prepared to serve the nation. USU will be a central focal point for the Uniformed Services in health-related education and training, research and scholarship, leadership development, and support to operational military units around the world. Each USU graduate will be a health professional and leader prepared with an outstanding health education, inter-professional health training, leadership training, and a deep and abiding commitment to selfless service, the uniformed services ethos, and the security of the United States.

USU Values

Selfless Service

We are committed to serve those who defend the nation and all Americans in uniform at home and abroad. We are sensitive to the unique role that our Soldiers, Sailors, Airmen, Marines, Coastguardsmen and Public Health Service professionals play in our national security. USU faculty, staff, and students provide selfless service to the global community in support of the health of uniformed service members, veterans, and families, and U.S. interests worldwide.

Integrity

We foster a culture of academic, physical, and moral integrity in our students, faculty, and staff, and we are uncompromising in our adherence to the highest standards of intellectual and personal integrity.

Innovation

Our faculty, students, and staff contribute to, and creatively employ, knowledge in areas crucial to the health of the uniformed services and to national security.

Compassion and Caring

We foster an atmosphere of compassion, caring, mutual respect, courtesy, pride in work, and combined uniformed services and academic professional development.

Communication

We interact and share information in a timely manner with openness, candor, and sensitivity.

Excellence in Scholarship

We are committed to rigorous standards of scholarship, including teaching, research, integration, and application, and to academic freedom as fundamental to the advancement of knowledge and a lifetime of learning.

Collaboration and Teamwork

We value the contributions of each member of our community and work to achieve an environment characterized by cooperation, collegiality, tolerance, mutual respect, and an appreciation of diversity, as well as facilitate cooperation and collaboration in our science, educational methodologies, research, and leadership.

Leadership

We focus on developing and sustaining leadership throughout the USU community, including within our faculty, our staff, our researchers and our support personnel.

GSN Mission, Vision, and Philosophy

The GSN is a diverse, interdisciplinary community providing the nation with the highest quality advanced practice nurse clinicians, scientists, and scholars dedicated to federal health service. We strive to be the premier graduate school of nursing, innovative in serving the mission of the federal health system.

The vision of the GSN is to be America’s premier nursing graduate school, innovative in advanced practice and nursing science, transforming military and Federal health.

The philosophy of the GSN is derived from the mission and goals of the University. The curriculum is built on a foundation of philosophy, nursing theory, research, and advanced practice that fosters critical thinking and a vision of future health care with consideration of the unknown and unforeseen.

Graduate nursing education builds upon a foundation of undergraduate nursing education. Baccalaureate nurses enrolled in the advanced practice nursing programs are provided learning experiences that increase the breadth and depth of their knowledge base in nursing and students acquire a new advanced level of competence while preparing for role specialization.

The advanced practice nurse utilizes nursing science as a basis for the delivery of health care by incorporating scientific knowledge and clinical skills. The curricula for advanced practice nursing are constructed upon a balanced theoretical and research base specific to the practice area. The GSN prepares students for collaborative and autonomous nursing roles with an emphasis on health promotion; disease prevention; primary care delivery; case management, anesthesia services; administration; and emergency preparedness. Further, they advance the profession of nursing by conducting research and applying findings to nursing practice.

Students accepted into the PhD program transition from a master’s specialty domain to an educational program of study that includes emphasis on scientific discovery, nursing leadership, research approaches and methods, advanced statistical approaches to address complex and relevant issues of our community. The PhD program is uniquely focused on the needs of individuals and systems within the Federal/military sector.

Inherent in the philosophy of the GSN are beliefs regarding the individual, society, environment and culture, nursing, health, and graduate nursing education. The GSN utilizes an eclectic approach to implementing theoretical concepts and nursing models, thus providing a broad yet selective foundation.

GSN Guiding Principles

Teamwork

- build a community to achieve an environment characterized by cooperation, collegiality, and appreciation of diversity.

Respect

- genuine consideration of others’ rights, values, and traditions

- regard for others' feelings, wishes, and traditions

Integrity

- adherence to one's principles
- do what is morally and ethically right

Communication

- listen and share information in a timely and constructive manner with openness, candor, and honesty

Excellence in all Pursuits

- teaching, research, practice, service and collaboration

Accreditation

The University is accredited by the Middle States Commission on Higher Education. You may see references throughout this document to the criteria that set the standard for our program. For example, Standard 14: Assessment of Student Learning links learning outcomes to the core competencies defined by professional organizations, in our case, the American Association of Colleges of Nursing [AACN] document, "Indicators of Quality in Research-Focused Doctoral Programs in Nursing."¹ Briefly, these indicators focus on the quality of faculty, programs of study that are consistent with the mission of the parent institution, and resources including space, research funding, and expertise in grant proposal and management. The PhD students and faculty contribute to the discovery, development, and transmission of new knowledge, and the result of these activities is the development of a scientific body of knowledge relevant to military and federal health care. Graduate students contribute to the research mission of the university through professional presentations and publications. Graduates of this program readily assume leadership roles in their respective service or organization and carry with them the expectation they will be productive throughout their career.

Purpose of the Handbook

The purpose of the handbook is to establish specific guidelines, policies, responsibilities, and procedures for PhD students assigned to USU.

The GSN reserves the right to make policy and regulatory changes at any time. The GSN does not assume responsibility for giving advance notice of changes made in policies. Changes in such vital areas as curriculum or requirements for graduation, however, will not be made retroactively unless they are to the students' advantage and can be accommodated within the remaining time before graduation.

Changes in the law or military policy may also affect student/alumni rights and obligations. This Handbook attempts to provide a general summary of the policies of the uniformed services that affect USU students, but individual military service policies may vary and service policy governs.

¹ This document can be found on the PhD Commons Google Drive.

DOCTOR OF PHILOSOPHY IN NURSING SCIENCE

The overall objective of the program is to prepare future scientists and scholars to identify significant knowledge gaps and conduct rigorous research that contributes to the body of scientific knowledge. The GSN values basic and applied research as a means for testing, refining, and advancing scientific knowledge to make significant contributions to military and federal health care.

Upon graduation, students will have completed a rigorous program of study emphasizing science, leadership, and research focused on advancing the science of military systems and organizations.

PhD Program Overview

Designed to prepare research scientists, the GSN PhD curriculum contains core courses in research methods, statistics, ethics, policy, nursing science, philosophy, and professional issues, all of which introduce the student to scientific inquiry, beginning the indoctrination into the life of a scientist and scholar. With the approval of academic advisors, each student also takes a series of cognate courses to expand their knowledge/understanding in areas of science that inform their research. Cognate courses may be taken at USU or, if not available on campus, through the National Capitol Region Consortium.

Core courses are required of all students independent of their area of specialization. These courses introduce students to the analytic and theoretical approaches to nursing science. Students also select an *Interdisciplinary Option* consistent with their area of research interest. Within each option, there is a combination of courses provided within the GSN as well as cognate courses taken outside the GSN in disciplines that will provide the theoretical and scientific bases of the dissertation. Within each option, there are opportunities for students to design research experiences (PhD 820-822) and more focused research internships (PhD 823-826) to work closely with selected faculty or scientists to begin a rigorous exploration of a proposed dissertation topic.

The AACN publication “The Research- Focused Doctoral Program in Nursing: Pathways to Excellence” provides national standards and expectations of doctoral education. The GSN PhD Program is designed to both address these national standards while taking into serious consideration the unique needs of our constituency.

The objectives of our program are to:

1. Provide PhD-level coursework and other multidisciplinary learning experiences to develop students into creative scholars and independent scientists in military and federal health care organizations.
2. Establish strong mentoring relationships with senior scholars and scientists in a broad range of disciplines.

3. Provide research experiences with senior scientists working in research intensive environments.
4. Foster peer support and learning both within and across student cohorts, services, and disciplines.

Overview of the Program's Curriculum

The curriculum for the PhD in Nursing Science Program is designed to provide rigorous research training to educate scientists who will conduct research relevant to both military and federal health care. All students complete a series of required core courses during the first two years of study that are designed to prepare them to conduct sound research culminating in the dissertation. Core courses provide an academic foundation in (1) nursing science (2) ethics, policy, theory, and philosophy (3) research methods, statistics, and analytic techniques, and (4) professional development and leadership. Cognate and elective courses provide the scientific foundation for a student's specific area of investigation. Emphasis of the program is the rigorous training of future scientists and leaders in the research enterprise.

Designed to prepare research scientists, the PhD program provides a curriculum that integrates foundational core courses consistent with national standards. The curriculum also provides several comprehensive areas of scholarship that provides students with a firm foundation in a specific scientific domain and the methodological approaches commonly used in their targeted area of science. Students will match their interests with one of the interdisciplinary options and, with the guidance of their academic advisor, develop a plan of study to include cognate courses, research experiences, seminars, journal clubs, and other educational offerings both within and external to USU. These options are interdisciplinary in nature and include (1) biobehavioral and social science research; (2) ethics, policy, and leadership; (3) basic science research including programs focused on military relevant topics such as traumatic brain injury, deployment health and recovery, and physiologic effects of embedded metals; and (4) an emerging national initiative of "big data," data analytics and informatics. Each interdisciplinary option provides courses and research experiences specifically designed to integrate knowledge gained from related disciplines with the techniques and approaches derived from core courses, with the goal of defining the state of the science of a selected problem that ultimately forges the dissertation research.

The USU curriculum can be distinguished from that offered in civilian universities because it provides (1) an early and consistent immersion in research intensive environments such as the National Institutes of Health (NIH) and established military programs of research; (2) a strong emphasis on ethics, policy, and leadership; and (3) clear

interdisciplinary and tri-service collaborations focused on advancing the science in areas of significance to military and federal health care.

Students are expected to define a focused area of investigation early in the program to aid in the selection of appropriate courses to be taken in other disciplines (cognate courses). With the advisement of the faculty, they will select a minimum of three cognate courses to define a substantive area of study consistent with the focus of the dissertation. In addition, students will identify specific methodological and/or statistical course support for their independent area of research.

Academic Calendar 2017-2018

Fall Quarter, 2017	
Date	Event
Monday - Friday, 24 - 28 July	Fall Quarter Registration, Current Students
Monday - Wednesday, 14-18 August	Orientation, Incoming PhD Students
Wednesday - Friday, 16 - 19 August	Registration, Incoming PhD Students
Monday, 21 August	Fall Quarter Classes Begin
Friday, 01 September	Last Day to Drop/Add Fall courses
Monday, 04 September	Labor Day (Holiday)
Wednesday - Thursday, 04-05 October	Council for the Advancement of Nursing Science
Monday, 09 October	Columbus Day (Holiday)
Tuesday–Friday, 10-13 October	Registration for Winter Quarter Classes
Wednesday, 08 November	Fall Quarter Classes Ends
Thursday and Friday, 09-10 November	End of Quarter Recess
Friday, 10 November	Veterans Day (Holiday)

Winter Quarter, 2017–2018

Date	Event
Monday, 13 November	Winter Quarter Classes Begin
Monday, 20 November	Last Day to Drop/Add Courses
Monday, 20 November	Fall Quarter Grades Due
Thursday – Friday 23 - 24 November	Thanksgiving Recess
Monday, 18 December - Monday, 2 January	Winter Recess
Monday, 15 January	Martin Luther King Jr.'s Birthday (Holiday)
Monday - Friday, 29 January – 2 February	Registration for Spring Quarter Classes
Wednesday, 14 February	Winter Quarter Ends
Friday, 16 February	End of Quarter Recess
Monday, 19 February	President's Day (Holiday)

Spring Quarter, 2018

Date	Event
Tuesday, 20 February	Spring Quarter Classes Begin
Monday, 05 March	Last Day to Drop/Add Classes
Monday, 05 March	Winter Quarter Grades Due
Monday–Friday, 26-30 March	Spring Recess
Monday–Friday, 23-27 April	Registration for Summer Quarter Classes
Monday–Wednesday, 14-16 May	USU Research Week
Wednesday, 16 May	Graduate Student Colloquium
Wednesday, 16 May	Spring Quarter Ends
Thursday–Friday 17-18 May	End of Quarter Recess
Saturday, 19 May	USU Graduation

Summer Quarter, 2018

Date	Event
Monday, 21 May	Summer Quarter Begins
Monday, 28 May	Memorial Day (Holiday)
Monday, 04 June	Last Day to Drop/Add Courses
Monday, 04 June	Spring Quarter Grades Due
Wednesday, 04 July	Independence Day (Holiday)
Monday–Friday [Date TBD]	TriService Nursing Research Program Grant Camp [tentative date]
Monday–Friday [Date TBD]	Research Methods Course in Ann Arbor
Monday-Friday, 23- 27 July	Fall Quarter Registration
Friday, 10 August	Summer Quarter Ends
Friday, 10 August	Academic Year Ends

Program Course Requirements and Electives

Nursing Knowledge 9 Credit Hours²

PhD 800 The Scholarship of Discovery (3)

PhD 812 Public Policy in the Context of Military and Federal Health Care (3)

PhD 814 Philosophy of Science (3)

Research Ethics 3 Credit Hours

PhD 811 Research Ethics (3)

Research Methods 9–12 Credit Hours

PhD 830 Approaches to Scientific Inquiry (3)

PhD 831 Qualitative Research Methods (3)

Advanced Research Design in Students' Area of Interest Options

PhD 832 Foundations of Survey Methodology [University of Michigan Summer Institute] (3)

PhD 834 Mixed Methods Research: Design & Analysis [University of Michigan Summer Institute] (4)

PhD 874 Secondary Data Analysis of Quantitative Data: Methodological Considerations (3)

PhD 883 Systematic Review of the Literature/Meta-analysis (3)

Statistics 8 Credit Hours

PMO 503 Biostatistics I (4)³

PMO 504 Biostatistics II (4)

PhD 833 Analytic Approaches to Data Analysis and Interpretation (3)

Advanced Statistical Analysis supporting proposed dissertation research [elective]⁴

PMO 502 Introduction to SAS [required if registering for PMO 508] (1)

PMO 508 Biostatistics III [optional] (5)

² Credit hours are the minimum required in each academic category. Additional courses are negotiated with the academic advisor and/or members of the dissertation committee.

³ Equivalent graduate statistic courses are recommended by the advisor and approved by the Program Director.

⁴ Students may find they need a specific data analytic course to support their dissertation either through an offering on campus, with courses available the Consortium, or with a Directed Study option.

Research Experience/Internship Credit Hours

PhD 820-822 Research Experience [820 is required; other experiences determined by student interest and advisor approval] (1 credit per quarter)

PhD 823-825 Research Internship [to be determined by the academic advisor] (2 credits per quarter)

Professional and Scholarly Development 11 Credit Hours

PhD 840-845 Emerging Scholars Seminar (1 credit per quarter; 3 credits minimum)

PhD 880 Professional Issues in Scholarship (3)

PhD 881 Principles of Scholarly Writing (2)

PhD 882 Proposal Development and Grantsmanship (3)

Substantive Area of Study 9–12 Credit Hours

Cognate courses in an area of science directly related to the proposed dissertation research should be taken as early in the program as possible. Many cognate courses in a variety of disciplines are available at USU; however, from time to time a student is focused on a topic where a significant number of specific courses are not available on campus. There are options available for advisors and students to design a rigorous and high quality program of study through opportunities available to our students. First, the newly formed National Capitol Region Consortium consists of a collaborative of local universities operating through an agreement to provide high quality education to our students. Second, the Foundation for Advanced Education in the Sciences (FAES) is the Graduate School of the NIH that provides a variety of courses in basic sciences, advanced statistics, data science, pharmacology, public health, and many more. The processes for selecting and registering for both the consortium and FAES are coordinated and approved through the PhD Program Advisor and PhD Program Director. Last, the program provides the opportunity for students and advisors to design a tailored experience that supports a student's specific needs may not be currently available in an established course. The Directed Study option (PhD 891) is a well-defined and substantive academic activity designed to meet the specific needs of a student or students that is not currently available in the core or cognate courses. As with all options outside the core courses, an academic plan or request must be approved by the academic advisor and submitted to the PhD program director for approval.

Academic Milestones (see Figure 1)

PhD 900 First Year Preliminary Examination

PhD 901 Qualifying Examination

PhD 902 Dissertation Proposal Defense

PhD 903 Dissertation Defense

Dissertation & Dissertation Seminar 9 Credit Hours (per quarter until completion)

PhD 910-915 Dissertation Seminar (3)

PhD 920-925 Dissertation Research (6)

Program Plan

The PhD curriculum is consistent with the AACN “Indicators of Quality in Research-Focused Doctoral Programs in Nursing” while explicitly addressing the requirements of military and federal constituents to prepare graduates to address these unique research priorities.

The GSN PhD program is open to active duty military officers and to civilian nurses from federal agencies and the program plan is designed for both full- and part-time students. Fulltime students are expected to complete the program in three calendar years, and part-time students have up to seven years to complete the program, although it is possible to complete the program in five years of continuous part-time enrollment. There is no standardized program plan for part time students since they have a longer period of time to complete the program, so it is important for part time students to work closely with their Academic Advisor to design a plan that is efficient and meets the requirements of the program. Part time students are strongly encouraged to enroll for two courses (core and/or cognate) each term and first year courses are designed to enable students to sit for the Preliminary Examination at the end of the first year. Individual program plans for both full-time and part-time students are developed with the guidance of the academic advisor and approved by the PhD program director.

PhD Program Plan ⁵ 2017–2018			
Fall Quarter 2017	Winter Quarter 2017–2018	Spring Quarter 2018	Summer Quarter 2018 ⁶
PhD 800 Scholarship of Discovery PhD 820 Research Experience I PhD 840 Emerging Scholars I PMO 503 Biostatistics Cognate Course 12 credits	PhD 830 Approaches to Scientific Inquiry PhD 821 Research Experience II PhD 841 Emerging Scholars II PhD 851 Trauma Psychology [E] PMO 504 Biostatistics II Cognate Course 12 credits	PhD 831 Qualitative Methods PhD 814 Philosophy of Science PhD 822 Research Experience [E] PhD 842 Emerging Scholars III Cognate Course 12 credits	PhD 881 Scholarly Writing TSNRP Grant Camp ⁷ ISR Methods Course NIH Offerings PhD 900 Preliminary⁸ Examination Cognate Course 9 credits
Fall Quarter 2018	Winter Quarter 2018–2019	Spring Quarter 2019	Summer Quarter 2019
PhD 843 Emerging Scholars [E] PhD 823 Research Internship I [E] PhD 880 Professional Issues PhD 882 Proposal Development Cognate Course 12 credits	PhD 844 Emerging Scholars [E] PhD 824 Research Internship [E] PhD 852 Military Women in Contemporary Society [E] PhD 812 Public Policy PhD 901 Qualifying Exam Cognate Course 9 credits	PhD 811 Research Ethics PhD845 Emerging Scholars [E] PhD 825 Research Internship III [E] PhD 902 Proposal Defense 9 credits	PhD 911 Dissertation Seminar PhD 920 Dissertation Research 9 credits

E = elective course.

Research Training

All students are expected to be active in research throughout the program to include attending conferences, seminars, and guest lectures. All students will have an opportunity to participate in a series of research experiences (PhD 820-822) in the first year to increase their scientific expertise, learn techniques and approaches of specific disciplines, and work in an interdisciplinary research environment. Research internships (PhD 823-826) in the second year are tailored to the student's focused area of study in collaboration with their academic advisor(s) and senior scientists who may become members of the dissertation committee. Decisions regarding the timing and number of research internships are made in consultation with the student's academic advisor and approved by the program director.

⁵ The proposed program plan contains the core courses and elective courses within the GSN. In consultation with the academic advisor, PhD 891 Directed Study, cognate courses and electives may be added where the schedule permits.

⁶ Summer Quarter schedule is intentionally flexible to provide an opportunity for students to enroll in outside activities such as TSNRP Grant Camp, the NIH Genetics Program, or the various NIH Summer Boot Camps, as well as the advanced methods courses (e.g., PhD 832, PhD 834 offered at the Summer Institute in Ann Arbor).

⁷ An opportunity for active duty military provided by the TriService Nursing Research Program.

⁸ Academic Milestones are highlighted in red.

Academic Milestones

The diagram below provides a roadmap for full-time students identifying important steps in one's progression from orientation to graduation. Although there are predictable decision points (e.g., selecting an advisory committee), advancement to candidacy status and completion of the dissertation are dependent on satisfactory academic progression. Maintaining close communication with one's academic advisor is essential to meeting these milestones in a timely manner.



Figure 1. Milestones of the PhD Program.

First Year Preliminary Examination

At the end of the first year, students take an examination that broadly evaluates their knowledge, comprehension, and integration of content provided in the core courses. Students will register for PhD 900: First Year Preliminary Examination during the spring quarter of the first year and successful completion of the examination will appear on the transcript as a pass or fail grade. The examination is designed to provide an indicator of the student's ability to successfully move forward in the program and will be administered not later than 30 June 2017 (see academic milestones). If remedial instruction is needed, a plan will be developed by the academic advisement committee and approved by the program director.

Qualifying Examination to Advance to Candidacy Status

To advance to the status of candidate, students must satisfactorily pass the qualifying examination (PhD 901) scheduled during the spring term of the second year. This two-day examination demonstrates the student's knowledge of the scientific literature and an ability to synthesize and integrate theoretical content and methodological approaches broadly as well as content related to the research planned for the dissertation. To sit for the examination, students must complete the required course requirements with a cumulative GPA of 3.0 or higher.

During the Research Experience and Research Internship courses, it is not uncommon that students identify a senior scientist in their area of science to invite to serve on their dissertation

committee. Toward the end of the second year, students will select a chair who will guide the direction of the dissertation and assist in selecting other members of the dissertation committee (see Milestones). The committee will consist of no fewer than four members, and all must hold a PhD in a relevant area of science. Three committee members must hold the rank of assistant professor or above and must have a full-time academic appointment at USU. Members from other universities or organizations are reviewed and approved on an individual basis by the program director. The chair must hold senior rank of associate professor or professor in the GSN with either a primary or secondary appointment. Exemptions to these requirements may be granted at the discretion of the program director with concurrence of the associate dean for academic affairs on submission of a written justification.

Dissertation Requirement

The Dissertation Proposal Defense (PhD 902) is a written plan of study that is orally defended to the candidate's selected dissertation committee (see Milestones). The dissertation is a rigorous research project that results in a substantive piece of original and novel research. Students will defend the dissertation in a private session with members of their committee. Following approval by the committee, students must present the results of their approved and independent research in a public presentation. The dissertation is not complete until the findings of this original research work have been documented and disseminated via ProQuest. The degree is not granted until the appropriate documents have been reviewed and approved by the Board of Regents and signed by the president of the university.

Academic Advisement

Academic advisement is a dynamic and interactive process between student and faculty members designed to establish a coherent program of study to be accomplished in an efficient manner for both full- and part-time students. This document provides guidance to students and faculty regarding the composition of an academic advisory team, their respective roles and responsibilities, as well as the process from the initial program planning to the successful completion of the program.

Academic Advisors

On admission to the PhD program, students are assigned a primary academic advisor by the PhD program director based on the student's declared area of study and the expertise of the faculty member. The primary advisor will serve as chair of the academic advisement team, which is composed of a senior Service member (for active duty students) and a cognate member when appropriate. Cognate members are faculty members from another academic unit that is selected based on their area of expertise, experience with specific methodologies, or other considerations. Their role is to complement the other members of the team by providing a disciplinary perspective that supports the student's declared area of study.

The advisor will assist with the orientation of the student to the doctoral program expectations and work collaboratively with the other members of the academic advisement team to design a

program of studies to include courses within the GSN, the School of Medicine (SOM) and the Graduate School and from other institutions as deemed necessary. Advisors provide expertise in content areas related to the students' interests and provide advice and counsel about professional development. The academic advisor is responsible for program planning, monitoring student progress, and approving registration for courses each term. The academic advisor may or may not later serve on the dissertation committee as these roles are determined based on the student's developing area of research and the qualifications of the advisor.

Initial Program Planning

During orientation week, students and advisors will begin the process of program planning. The plan will include the sequence of core courses as well as the selection of cognate courses based on a clear and coherent description of an area of study. The proposed plan of study should provide sufficient breadth and depth of specialized content, appropriate theoretical perspectives, research methods, and statistical techniques required to complete the dissertation. A master academic program plan (Form A1)⁹ will be reviewed and approved by the program director and secured in the student's record maintained by the advisor, and a copy will be provided to the student in the student's academic portfolio. It is imperative that students identify their area of research as early as possible so advisors can recommend courses outside the GSN as well as potential research advisors with active programs in their area of interest (research experiences and/or internships).

Cognate Courses

Cognate courses are offerings from other disciplines outside the GSN and are selected to provide the theoretical content and research approaches unique or relevant to that discipline. Students are expected to complete a minimum of three courses (9 credits) in their selected area of study, although students commonly register for additional courses. The advisory team can guide students toward a specific program in the Graduate School; however, students are expected to demonstrate initiative in meeting with faculty in those disciplines for their guidance in the selection of appropriate course, prerequisites, and the sequence of courses. Cognate courses must be at the PhD graduate level. In some cases, an appropriate course may not be at this level and the advisor, in consultation with the program director and the course faculty member, will determine if the course is essential to the student's area of study. These decisions will be noted on the student's plan of study. Students can locate the scheduling and description of these courses in the respective departmental office. It is important to note that some courses at USU are offered every other year thus early planning is essential.

Health Professions Education (HPE)

USU is providing a new program in Health Professions Education that is "designed to be the premier provider of health professions education for the Military Health System (MHS)." Students interested in coursework to prepare them for advanced academic professions in addition to their

⁹ Forms are found in PhD Commons on Google Drive.

scientific focus of study, should consult the website describing the courses and options available to students.

Faculty Responsibilities

Faculty are available by appointment, and responses to student questions/concerns/emails will be responded to within:

- 24-48 hours during the week
 - 72-96 hours on the weekends/holidays
- Exceptions include faculty travel and leave

Advisor

- Meet with the student at least once per term to discuss academic progress.
- Provide guidance in the selection and scheduling of cognate and/or elective course work.
- Determine the need for counseling, tutoring, or remedial services and referral to appropriate resources as needed.
- Inform students of calls for paper presentations, seminars, research proposals, and other professional development opportunities.
- Monitor student progress and provide a written yearly evaluation to be placed in the academic advisement folder and reviewed by the program director (Form A5).

Personal Interactions with Faculty

Students are expected to interact with faculty in a professional manner and with respect for the academic knowledge and authority inherent in their academic rank akin to military rank. However, students must not be coerced or become involved in interactions with faculty that create, in fact or appearance, academically inappropriate behavior in what is, by its very nature, an unequal relationship.

Perceived faculty misconduct and/or inappropriate interactions or behavior with or toward a student should be reported to the program director and/or the assistant Dean for Student Affairs.

Annual Review of Student Progress

An annual review is required at the end of the spring quarter to promote the timely progression and early identification of any academic or professional discrepancies or issues that need to be addressed (form is located in PhD Commons on Google Drive). This process ensures that students are aware of program expectations and receive clear feedback regarding their progress in meeting those expectations. If a student is not making satisfactory progress, the advisor and student will develop a written plan for remediation and submit it to the PhD program director. Likewise, if students have outstanding accomplishments (e.g., publications, presentations, awards), this review provides an opportunity to acknowledge their success.

Seminar Requirements

As nurse scientists, PhD students are expected to develop critical thinking and effective oral and written communication skills. Seminars actively involve students in the preparation, development, coordination, and discussion of various research topics, contemporary issues of importance, professional issues, and presentation skills. Seminars are available across units of the university as well as the NIH and local professional groups, and students will find great benefit in attending when possible. The Emerging Scholars Seminar (PhD 840 series) is designed to provide a student/faculty forum for scholarly exchange and discourse. Other disciplines on campus hold regular journal clubs, which are a valuable resource for interdisciplinary exchange and scholarship.

Registration, Grades, and Administrative Academic Topics

The PhD program is based on the quarter credit hour system. Full time students must be registered for a minimum of 9 credit hours per academic quarter. Each student must confer with his/her advisor to determine his/her curriculum and educational plan. Advisement is an ongoing and interactive process to ensure that each graduate student registers for appropriate courses, acquire the required number of graded and total credit hours for the degree they seek, and meet the specific course requirements of his/her program. **It is the responsibility of the student and his/her advisor to ensure that the student is registered for the required number of quarter hours and for courses that are being offered during that quarter.**

Student Academic Planning and Registration Process

- Approximately mid-quarter each term (see academic schedule for registration dates), students will meet with advisors to plan coursework for the following term (both PhD core and any cognates) as well as courses offered outside USU (e.g., NIH Genetics Summer Program). The PhD Course Sequencing Plan, the Academic Program Plan (A1), and the Program at a Glance document (A4) can be used as a guide in the planning process (these forms can be found on the PhD Commons site on Google Drive).
- Advisors will prepare and sign the PhD Program Course Registration (Form A2) for the next quarter, indicating approval of the agreed-on plan of study.
- Advisors will make notation of the meeting on the student progress report (Form A3) and the master academic plan (Form A1) in the student's academic advisement record.
- Once the registration form has been completed and signed by the academic advisor, it will be sent to the PhD program director for approval.
- All signed registration forms will be sent to the registrar, who will enroll students into their selected courses and return the form to the student's academic folder.

Student Responsibilities

- Meet with the primary advisor at least once per term.
- Keep advisors informed of any changes in their program plan and/or area of study
 - Any changes to the approved plan of study must be approved by the academic advisor and the program director.

- Should a student desire to change academic advisors, the program director will be notified. The request to change advisors should be in writing, providing an explanation and appropriate justification for the requested change as well as a recommendation for a new advisor.
- Keep advisors informed early of any academic difficulty requiring tutoring or additional resources.

Registration

Students must meet with their academic advisor for course advisement, scheduling, and registration. Students are responsible for ensuring that they are registered for the appropriate classes as approved by their academic advisor and the PhD program director. Registration dates are noted in the academic calendar.

Grading

All classes are graded on a traditional scale: A+, A, A–, etc. Specific courses are graded as “Pass” or “Fail” and include Research Experiences (PhD 820-822), Research Internships (PhD 823-826), Emerging Scholars Seminar (PhD 840-845), PhD 900 First Year Preliminary Examination and PhD 910 Qualifying Examination, PhD 910-915 Dissertation Seminar, PhD 920-92X Dissertation Research, and, finally, PhD 903 Dissertation Defense. The grading scale will appear on all course syllabi.

Academic Standards and Performance

PhD faculty regularly review the academic performance of all students. No grade less than B in a core course may be used to satisfy any part of the minimal credit hours required for the PhD in Nursing Science degree. Further, students must maintain a cumulative grade point average (GPA) of “B” or 3.0, in all core course work while enrolled in the PhD program. If a student is identified as being at risk, the PhD Program Director or designee may institute a remediation program. The purpose of a remediation program is to design a plan of support with specific objectives that will enable the student to focus on areas of concern. The use of all available resources including counseling, study groups, and individual tutoring is encouraged. The PhD Program Director refers any student who earns a “C” in a core course or any student who does not maintain a GPA of “B” or 3.0 in core courses to the Student Promotion Committee.

Academic Standing

PhD students must maintain a cumulative GPA of “B” or 3.0 in core courses to remain in good academic standing. Students who earn a grade of C, D, or F in a core course must repeat the course in its entirety with the goal of earning a passing grade. Core courses or courses that are prerequisites must be repeated the next time the course is offered (note that some courses are offered only annually or biennially). Other courses must be repeated no later than the next academic year. Students may repeat no more than *two* courses during their program of study. Upon completion of the repeated course, the previous grade is deleted from the GPA but remains on the student transcript.

Withdrawal from a Course

A student may use the “drop” and “add” options within the first two weeks of the quarter (see Academic Calendar). After that date, the withdrawal option will be used. Withdrawal grade “W” designation is used when a student withdraws from a course prior to the end of the quarter, without completing all the course requirements. Withdrawal prior to the drop date recorded on the transcript carries no credit and is not averaged into the cumulative GPA. If the withdrawal occurs after the drop date, the course grade will be designated “WP” (same as “P” grade) or “WF” (same as “F” grade) depending on the student’s performance in the class at the time of withdrawal. The student will seek approval from the faculty member to withdraw from a course and determine if he/she is withdrawing in good standing. The program chair has the final decision regarding the appropriateness of allowing a student to withdraw from a course. The form to request withdrawal from a course can be found on the PhD Commons site.

Incomplete Grades

An incomplete (“I”) is assigned at the discretion of the instructor when a student is unable to complete the course requirements within the allotted course time constraints. An *incomplete* grade carries no credit and is not averaged into the cumulative GPA. Prior to issuing a grade of “I,” the course instructor and ***student must sign a contract*** that specifies the course assignments that must be satisfactorily completed to remove the grade of *incomplete* and a timeline for those assignments to be completed. Failure to satisfactorily fulfill the stipulated requirements by the specified date, **the end of the following quarter**, will result in the conversion of the *Incomplete* to a grade of “F.”

Student Requests for Review of Grades/Appeal of Grades

The purpose of the Student Appeal Process is to provide a mechanism for objective internal review of faculty and staff actions or School Committee decisions. This review process may be utilized by students enrolled in courses in the GSN who believe these decisions resulted from inequitable and/or discriminatory decision-making procedures or processes. The wisdom of a decision cannot be grieved; only the process believed to be inequitably applied within the referent group. Implicit in this process is the need for the cooperation, openness, and good faith of all parties involved.

Students who wish to appeal a grade (exam, paper, presentation or final course grade), may request to do so in a written letter to the course faculty member. The chart below provides details regarding submission times, response times, and levels of appeal. All replies to the student will be in writing; copies of the request and all subsequent correspondence will be maintained by the program director.

The student will receive a final determination within 30 days of original appeal. The SPC will take no action on an unsatisfactory grade for which a request for grade change action has been initiated. The decision of the program chair will be final, however, and progression to the SPC may ensue after the review process is complete.

Type of Grade	Appeal Time Limit	Submission Process Must Progress in The Following Order	Decision Time Limit
Exam Paper Presentation	Three working days after posting of the assignment grade Sakai.	<ol style="list-style-type: none"> 1) Submit to Course Faculty to Program Director 2) Submit to Associate Dean for Academic Affairs 3) Submit to Dean, GSN if second appeal is requested 	Within two Calendar weeks of original appeal.
Final Course Grade	10 working days after receipt of grade in Sakai/Empower	<ol style="list-style-type: none"> 1) Submit to Course Faculty 2) Submit to Program Director 3) Submit to Associate Dean for Academic Affairs 4) Submit to Dean, GSN, if second appeal is requested 5) Submit to GSN Registrar for recording 	Within 30 Calendar days of original appeal.

Transfer Credits/Credit Conversion

Upon admission, students seeking transfer of credits from other universities must formally request consideration of those courses as soon as they are accepted into the program. Course credits that have been previously used for another academic degree may not be transferred.

While enrolled in the PhD program, students may need to take courses outside of the university through either the consortium or the FAES selected to meet a specific academic need. This approval for transfer credit must be obtained from the academic advisor and approved by the program director prior to enrolling in the course.

Part-time students, and our full-time RWJ scholars, may take courses (e.g., biostatistics and cognate courses) at approved universities closer to their residence. All courses, including the number of courses, will be approved by the academic advisor and PhD program director.

The GSN PhD program is scheduled on a quarter system and awards quarter hour credits. In the event that courses are taken from other universities where semester hours are awarded, transfer credit hours will be converted to quarter hours using a nationally recognized conversion chart so that quarter hours can be reflected on the student transcript.

Student Promotions Committee

Students who do not meet the academic standards set forth are subject to meeting with the Student Promotions Committee (SPC). Graduate students will be referred to the SPC for review for any of the following reasons:

- a. Failure to meet course objectives or required academic standards
- b. Requested by student

- c. Scheduled interim progress review indicating unsatisfactory progress or behavior
- d. Removal from probation
- e. Other: The program director, commandant, or other GSN senior leader may refer a student at any time for offenses including but not limited to the following: breach of a professional and ethical standards of conduct, military officership, academic integrity, etc. See GSN Policy and Procedure “Student Promotions Committee (SPC).”

Failure to Progress

Instances may arise when the PhD program director, academic advisor, or dissertation chair has evidence that the quality of the student’s course of study is not acceptable and/or not progressing in a timely manner. Students who fail to progress will be considered on an individual basis in keeping with the guidelines set forth by the SPC Policy.

Eligibility for Enrollment, Extended Absences, and Nonacademic Dismissal

In addition to the requirement to maintain a GPA of 3.0 or above, students must be continuously employed as a federal employee or serve on active duty while enrolled in the program. Further, students are expected to be continuously enrolled in the program unless requesting a leave of absence. The following guidelines will be applied to all students in regard to maintaining eligibility for enrollment:

1. Students who voluntarily leave federal employment/service will be dismissed, regardless of their point of progression in the program. This includes those electing non-mandatory retirement without matriculation to employment into federal/military sector.
2. Students who involuntarily leave federal employment/service before successfully defending their dissertation research proposal will be dismissed.
3. Students who involuntarily leave federal employment/service after successfully defending their dissertation research proposal will be allowed to complete the program.
4. Students whose license to practice as a registered nurse is revoked or suspended in any state or territory or do not maintain an active current license to practice as a registered nurse in at least one state or territory will be dismissed from the program.

Extended Leave of Absence

Students will address the need for an extended leave of absence (LOA) with their advisor and the PhD program director. Decisions regarding LOA will be made on a case-by-case basis.

Degree Completion Time Limit

Active duty military students are assigned by their respective services for three years (36 months) to complete the doctoral degree. Part-time graduate students must complete their degree requirements **no later than seven years after the initiation of a program of graduate study at USU**. All students are required to be continuously enrolled throughout the program. Students will be formally notified one year prior to the deadline of their matriculation as a full or part-time student.

Awarding of Degrees

Degrees are conferred every quarter by the USU Board of Regents. The USU holds a formal graduation ceremony once a year in May. Students must complete their dissertation no later than the end of March to qualify and participate in the ceremony. Students who finish after this date will be eligible to participate in the ceremony the following year. Students who have successfully completed all requirements toward their PhD will graduate and can receive their degree without participating in the formal ceremony, although participation is **strongly encouraged**.

Transcripts

Personal and official copies of transcripts are available through the University registrar.

<https://www.usuhs.edu/reg>

Students are advised to regularly verify the accuracy of their transcript. Errors should be immediately reported to the PhD program director and to the registrar.

OTHER PHD RESOURCES

USU Graduate Programs in the Biomedical Sciences and Public Health

The USU Health Sciences Graduate Program provides academic programs and coursework available to GSN doctoral students. The PhD students are advised to explore courses and faculty research programs within the graduate program. The USU currently offers PhD degrees in three interdisciplinary programs:

- Emerging Infectious Diseases
- Molecular and Cell Biology
- Neuroscience

USU also offers doctoral and master degrees in departmentally based programs:

Department of Medical and Clinical Psychology

- PhD in Medical Psychology (research track)
- PhD in Medical Psychology (dual track)
- PhD in Clinical Psychology*¹⁰

Department of Preventive Medicine

- PhD in Environmental Health Sciences*
- PhD Medical Zoology

¹⁰ Some degree programs are limited to military students (indicated by *).

- PhD in Public Health

Education in Health Professions

- PhD in Health Professions Education (HPE).

NIH/FAES Courses

Courses are offered at the FAES Graduate School at NIH located across Wisconsin Avenue (Rockville Pike) from WRNMMC. The USU graduate students are permitted to enroll in FAES courses and receive academic credit at USU if the advisor and program director deems that an FAES course is consistent with a student's academic program and no equivalent course is taught at USU. The tuition costs will depend on the status of the student and available resources. Information regarding FAES courses are available at www.faes.gov.

DC Consortium of Universities of the Washington Area

USU is a member institution of this new Consortium which provides access to a number of institutions in the DC area for our students. Eligible students can enroll for courses that are not available at USU to provide courses instrumental to their area of study. The participating institutions are: American University, The Catholic University of America, Gallaudet University, George Mason University, The George Washington University, Georgetown University, Howard University, Marymount University, National Defense Intelligence College, National Defense University, Trinity Washington University, The University of the District of Columbia, and University of Maryland, College Park. It is the student's responsibility to search for suitable courses to discuss with his/her advisor. If approved, students must contact the instructor and department for permission. Students are advised to plan early since some courses fill quickly and priority will be given to the institutions' students. Use of the Consortium opportunities is also an excellent way to identify senior scholars and experts in a student's area of study.

Research Support

USU maintains a special fund to finance PhD doctoral student research. This resource is designed to provide research funds to graduate students in addition to those funds provided by their major advisor, if funded, or other sources of support (e.g., TSNRP Dissertation Research Funds). These funds are available to those students who have advanced to candidacy status and are devoting a majority of their time to their dissertation research. These funds may be used to support research supplies but not travel. Funding beyond two years is generally not available. Requests are evaluated on a case-by-case basis by the Graduate Education Office (GEO). The maximum funds available have varied between \$1,500 and \$2,500/year. Additional funds may be available through the Tri-Service Nursing Research Program or through the associate dean for research in the GSN. Forms to apply for USU graduate research funding are available from the GEO in the School of Medicine. Deadline for submission of applications is usually October 1, although applications may be accepted at other times. The applications are relatively short if the funding requested is part of an already accepted University

protocol by a major professor. If the research funding represents an entirely new protocol, the normal USU research review procedures must be followed. Information on the appropriate course of action is available in the GEO. These protocols are administered by the Office of Research Administration (REA) at USU. If the funding is approved, the GEO or REA will notify the student, the advisor, and the program director.

Institutional Review Board (IRB)/Institutional Animal Care and Use Committee (IACUC) Resources

- USU Human Research Protections Program Office: <https://www.usuhs.edu/research/hrppo/>
- USU Institutional Review Board: <https://www.usuhs.edu/research/hrppo/aboutirb>
- USU human research protection training requirements: <https://www.usuhs.edu/research/hrppo/hrpcerthrppo>
- Collaborative Institutional Training Initiative (CITI): <https://www.citiprogram.org/>
- Electronic Institutional Review Board (EIRB) site: <https://dmrnac.dhhq.health.mil>
- Links to guidance and references for human subjects research: <https://www.usuhs.edu/research/hrppo/guidancehrppo>
- USU animal research protection training requirements: <https://drive.google.com/file/d/0B5mgKm8T86rxZzhJYXdTV3lzNkE/view>
- Schedule for USU animal care and use training courses: <https://sites.google.com/a/usuhs.edu/iacuc/>
- Links to Institutional Animal Care and Use Committee training resources: <https://sites.google.com/a/usuhs.edu/iacuc/links-training-resources>
- Links to USU Animal Care and Use Committee forms: <https://sites.google.com/a/usuhs.edu/iacuc/forms>
- Links to Institutional Animal Care and Use Committee policies: <https://sites.google.com/a/usuhs.edu/iacuc/policies>
- US Department of Health and Human Services Office for Human Research Protections: <https://www.hhs.gov/ohrp/about-ohrp/index.html#>

Multidisciplinary Lab (MDL)

The MDL provides common facilities and personnel to centrally support all student teaching (in contrast to the more traditional departmentally based laboratory). MDL facilities are designed with maximum flexibility to ensure that most student laboratory teaching can be supported regardless of the discipline.

MDL Services

The MDL staff is primarily responsible for the coordination and support of student teaching. This support is provided to faculty and students through five distinct support areas which include:

- STUDENT LABORATORY SUPPORT
 - Full logistical and technical support of student teaching.
- ANATOMICAL TEACHING SUPPORT
 - Full Instructional support of the Anatomical Sciences.
- CLASSROOM SUPPORT
 - Centralized scheduling of classrooms and conference rooms.
 - AV technical support of classroom teaching and conferences.
 - Temporary loan of audiovisual equipment.
- STUDENT SUPPORT
 - Issue of instructional materials to students
- EXAMINATION GRADING SUPPORT
 - Computer-based grading of exams and statistical test analysis.
 - Support of computerized testing development and implementation.

Additional information is available at: <http://www.usuhs.edu/mdl/aboutmdl.html>

Learning Resource Center (LRC)

The Learning Resource Center (LRC) provides a rich learning environment with resources that are accessible globally. Audiovisual materials, books, Government publications, and a wide variety of journals are available for use. There are many databases available for use in the LRC or through Remote Computer Services. Other in-house services include Interlibrary Loan, digital radiology workstations, and a computer use area (MAC and PC) that have numerous software programs and email available for student use. Computer classes/assistance is provided for most current application programs. For hours of operation and communication information, see the LRC web page at: <http://www.lrc.usuhs.edu>

The LRC is currently open to students 24/7 with limited services over night. Please check the USU home page for specific hours. Please note: The hours for checking books out are limited. Books must be checked out prior to leaving the LRC.

Scientific writing is a critically important skill contributing to the success of PhD students. Students are advised to seek resources to assist them with grammar, scientific style, and publication guidelines. The following are examples of online writing resources:

<http://www.dlsweb.mit.edu.au/lus>

<http://www.grammarly.com/>

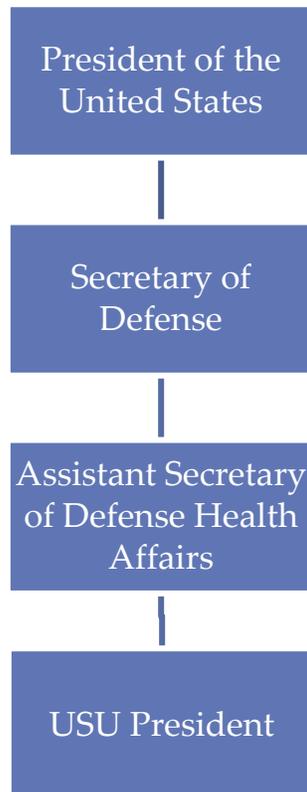
<http://turnitin.com/>

GENERAL STUDENT INFORMATION

Military Command and Control

This section of the document applies primarily to our full-time military students as the USU Brigade serves as their appropriate military command. Our part-time military students are responsible to their host unit (Ft. Belvoir, Walter Reed, NMC Portsmouth, etc.) for professional and disciplinary issues.

Chain of Command



Academic Chain of Command and Military Command and Control



Brigade Commander

The USU Brigade Commander is recognized as the "senior active duty military officer" of the University. It is the responsibility of the Brigade Commander to ensure that the uniformed personnel assigned to the University adhere to the appropriate standards set by their parent service. In addition, the Brigade Commander makes certain that the interests of the military members assigned to the University are addressed in order for them to remain competitive for promotion with their service peers. Under the leadership of the Brigade Commander, the uniformed students, faculty, and staff assigned and reporting to the School of Medicine, the School of Nursing, Armed Forces Radiobiological Research Institute (AFRRI) or other University programs and divisions must participate in all activities and events as they would in any other command of the Uniformed Services. Regular formations are held; physical fitness exercises, standards, and testing are adhered to; performance evaluations are completed and rated; and, personnel are trained in the appropriate uniformed programs and customs.

Commandant, Daniel K. Inouye Graduate School of Nursing Assistant Dean for Student Affairs

The commandant, Daniel K. Inouye Graduate School of Nursing, serves as the senior military officer in charge of all brigade-assigned Army, Navy, Air Force, and Public Health Service GSN students and is assisted by the GSN company commander. The commandant reports to the brigade commander for military issues and chain of command accountability and serves as military advisor to the dean, GSN. The mission of the Office of the GSN Commandant is to:

- Exercise military command and control of all brigade uniformed service students assigned within the GSN
- Direct service-specific mandated programs, physical fitness, weight control, urinalysis, officer professional development, and Equal Opportunity

- Execute plans, programs, and policies to ensure accomplishment of all USU brigade missions in compliance with directives of higher authority
- Model, stimulate, and foster the qualities and attributes of professional leadership and officership
- Serve as student resource for service specific military career counseling and officer professional development and a facilitator for administrative requirements

The assistant dean for student affairs fosters educational and professional development of all assigned students, manages the administration of various student needs in areas of growth, administers the student conduct process, coordinates career development programs, and oversees the academic performance of each student. The assistant dean for student affairs supervises the quality of student life and represents the student body to the University Administration.

GSN Policies

- The following policies are posted on Sakai under the GSN Commandant Team tab.
- Student Leave Procedures, Physical Fitness Tests Procedures, Student Evaluation SOP, Student Family Care Plan SOP, Service-specific Orders Process, and Student Promotions Committee (SPC) Policy.

In/Out Processing

- ◆ All GSN students must formally in-process and out-process through the USU Military Personnel Office (MILPO), Building C, Room C1016 during the hours of 0900–1530 Monday through Thursday except holidays, and 1200-1530 on Fridays.
- ◆ Formal in-processing or out-processing checklist may be obtained from the MILPO office.
- ◆ Once students have completed in/out-processing each activity as designate on checklist, he/she must return the completed checklist to the MILPO office.

Uniform and Grooming Standards

Unless otherwise directed by the GSN commandant, all USU students will wear the university-prescribed uniform of the day while attending classes or conducting other official business on campus. All students are expected to follow these uniform guidelines. Students working in a laboratory setting will adhere to the guidelines of that laboratory.

Monday–Friday, each service will wear the following:

- **Army:** ACUs/OIPs
- **Air Force:** ABUs formations
- **Navy:** NWUs Type I/III
- **USPHS:** CUUs

- See USU Uniform Policy dated 03 Jan 2017 located on GSN Commandant Team Sakai Page.

Professionalism and Standards of Conduct

Public confidence in the integrity of the DoD is essential to the performance of its mission. Students must adhere to all policies and instructions within the university. For this reason, all students are held to the standards of conduct requiring them to avoid any action, whether or not specifically prohibited, which might result in or reasonably be expected to create the appearance of:

- Using public office for private gain
- Giving preferential treatment to any person or entity
- Impeding government efficiency or economy
- Losing complete independence or impartiality
- Making a government decision outside official sanctions
- Adversely affecting the confidence of the public in the integrity of the government
- Engaging in any activity or acquiring or retaining any financial interest that results in a conflict between their private interest and the public interest of the United States related to their duties
- Engaging in any activity that might result in or reasonably be expected to create the appearance of a conflict of interest
- Not accepting gratuities from defense contractors
- Using their official position to influence any person to provide any private benefit.
- Using inside information to further private gain
- Using their rank, title, or position for commercial purposes
- Engaging in outside employment or activity that is incompatible with one's duties or that may bring discredit to the service
- Taking or using government property or services for other than officially approved purposes
- Giving gifts to their superiors or accepting them from their subordinates
- Conducting official business with persons whose participation in the transaction would be in violation of the law
- Duplicating copyrighted documents that impinge on copyright law (single copy of an article for personal educational use may be considered fair use)

Accountability System

- Normal duty hours are as prescribed by program academic schedule. Attendance at class, clinical, and other required events is mandatory unless officially excused by the appropriate course/clinical coordinator and commandant. If an unscheduled absence occurs for any reason, the class leader, commandant's office and appropriate course/clinical coordinator must be notified immediately.
- PhD Students who fail to report for didactic or research experiences or internships will receive counseling from their faculty member. Repetitive incidents of absence or tardiness

will be referred to the GSN company commander for appropriate disciplinary/administrative action.

- When scheduled class and/or clinical rotation time is missed, the student is responsible for acquiring missed class notes and/or coordinating makeup of time lost.
- All students must provide any changes in name, phone numbers, or address to the commandant's office no later than seven days after the change. The information is used to update the recall roster.
- Students are responsible for checking their **e-mail daily** during the duty week.
- Accountability checks during semester breaks will be prescribed by the GSN Company Commander. Guidance will be published before each break.
- All accountability checks will be done through the on-line Roll-Call system, unless otherwise specified by the GSN Company Commander/First Sergeant. Students not on leave/pass will receive a Roll-Call message every Tuesday and Thursday during scheduled break sessions. Students who fail to respond to the Roll-Call message NLT 1300 on the specified sign-in dates will be considered Absent Without Leave (AWOL) and subject to disciplinary action. In the event the Roll-Call system is down, students must email or call the GSN Commandant Team (gsncommandantteam@usuhs.edu), to ensure proper accountability.

Leave, Pass, and Liberty Policy

Students must be current on Mandatory Training and Individual Medical Readiness before requesting Leave, Pass, or Liberty. If medical readiness requirements and/or mandatory training are not current, the student must present proof of a scheduled appointment or training plan as appropriate before the leave can be approved.

Leave

The following procedures for requesting and approving leave are applicable to all U.S. Military assigned in student status:

- Approving authority for all leave is the GSN Company Commander or the GSN Commandant when the company commander is not available.
- Leave shall be administered uniformly and equitably within the scope of applicable laws and regulations.
- Students will submit leave request in a timely manner, at a minimum, 96 hours prior to start of leave. For overseas request, submission must be in office 30 days in advance. The student must take the required security training and present proof of completion with the leave request.
- The GSN Company Commander will sign or approve leave forms through LeaveWeb (Air Force), NSIPS (Navy), or electronic DA31 (Army) and forward to the Military Personnel Office (MILPO). MILPO will assign a control number and copies must be obtained from their office (Army only). Air Force personnel will

receive approval via Air Force LeaveWeb email notification and Navy personnel will receive approval via NSIPS.

- A copy of the leave form or print-out of electronic approval must be carried while on leave.
- If unable to return from leave as scheduled, notify the GSN Company Commander/First Sergeant immediately @ 301-256-9561/9556 during duty hours or via cell number as necessary. Failure to return from leave on time without approval will be considered absent without leave (AWOL).
- Use of leave not yet earned (advance leave) is not automatically approved nor recommended. Check with the GSN Company Commander for service specific policies.
- Emergency leave will be granted when appropriate. Notify the GSN Company Commander, Leading Petty Officer/First Sergeant or the GSN Commandant. At a minimum the following information must be provided; the nature of the emergency, dates of the leave period, and the address and phone number for leave period.
- Leave during scheduled class time or clinical rotation time must be approved by the Program Director or their designee prior to submission to GSN Company Commander for processing. All absences during “normally” scheduled class/clinical time will be counted as leave.
- Holiday/Winter Recess Leave/Liberty/Pass shall be executed IAW GSN Company Commander guidance.

Pass/Liberty

- A Pass or Liberty can be granted if students are away from their home (greater than 250 miles) for a period of 96 hours or less. Typically passes are used for 3-4 day holiday weekends.
- Passes must include the weekend (Sat and Sun) and may not include a school day. If a student wishes to be absent from classes, a leave form must be submitted.
- Pass/Liberty does not count against normal leave. Passes are requested by submitting a pass form to the GSN Company Commander.
- If unable to return from pass/liberty, for any reason, the GSN Company Commander is to be notified immediately. Extension of a pass/liberty may necessitate the entire absence be converted to leave. If the pass/liberty privilege is abused members will be subject to disciplinary action.

Uniform Code of Military Justice (UCMJ)

- The UCMJ is a commander’s tool that promotes justice and maintains good order and discipline. All service members are subject to the UCMJ. Service members shall not

engage in activities that bring discredit upon themselves, their service, or the United States Armed Forces.

- Issues involving breaches in military conduct or officership will be addressed by the respective service-specific policy and the USU Brigade chain of command and will be briefed at the Student Promotions Committee (SPC) if deemed appropriate. The SPC will determine the need for further action as it relates to student status at the university.

Physical Fitness and Weight Control

Students are required to meet physical fitness, weight and body fat standards at all times in accordance with their service-specific regulations. Failure to meet these standards can result in adverse administrative actions, including entry into a supervised exercise or weight management program, restriction of clinical rotations to the local area, and potential removal from active duty. The university has master fitness instructors who, upon request, will tailor programs to meet individual needs.

Drug Abuse Prevention

The brigade conducts random, unannounced urine drug screens. The commandant's office is notified 24 hours in advance. The commandant's office will notify individual students of this requirement when necessary or activate the student alert roster when appropriate. Urinalysis testing is considered a **mandatory formation**. Students selected to participate must report at the appropriate time, in duty uniform with their ID card. Failure to show will result in disciplinary action. Allowances are made for students who are on official TDY/TAD for clinical rotations.

Medical Readiness

- Medical Readiness is the responsibility of each Service member. Students should treat their medical readiness just like their nursing or driver's license. Know the due dates for all requirements and take action before they expire.
- Students must be current on their medical readiness requirements prior to submitting their request for leave, pass, or liberty. Request for leave, pass liberty/TDY may be denied if there are delinquencies in any area of the medical readiness requirements. Waivers may be granted depending on the availability of appointments.
- Students going on TDY/TAD for clinical rotations must ensure that they are "Green" on all medical readiness requirements.
- Do not allow any aspect of your medical readiness to expire. Students who are notified of expired medical readiness requirements more than twice in a six month period during the academic year will be counseled in writing. Failure to address the delinquency within 30 days will generate counseling. Repeated counseling for

expired medical readiness will be reflected on the student evaluation.

Academic Evaluation Reports/Training Reports/Fitness Reports

Academic/fitness reports will be closed out based on the branch of service as follows:

- Army: SM's evaluation will begin from the date of their last OER/AER and will be closed out approximately 12 months from that date.
- Air Force: SM's evaluation will begin from the date of their last AER/TR and will be closed out at the end of Phase I and upon graduation.
- Navy: SM's will be given the deadline to turn in their required submissions:
 - O2 must be completed and closed out the last day of February.
 - O3 must be completed and closed out the last day of January.
 - O4 must be completed and closed out the last day of October.
 - O5 must be completed and closed out the last day of April.

Off-Duty Employment

- GSN students at USU receive full pay and allowances. Each uniformed service expects that the student's primary emphasis and full attention be focused on their studies at USU. ASD(HA) Policy Memo 96-050 and the USU Brigade Instruction on Outside Activity Requests prohibit students enrolled in graduate training programs (e.g., USU graduate and postgraduate students) from engaging in off-duty employment.
- Off duty employment is defined as any activity where the member receives compensation. Any questions as to whether a particular activity is considered off-duty employment should be addressed to the Brigade Judge Advocate.

Off-Duty Activities

- Outside activities applies to all military officers, enlisted, and students. It encompasses part-time or full-time employment, "moonlighting", teaching or speaking engagements in a personal capacity, significant volunteer work, chairing or participating in non-profit or for-profit organizations/associations. This list is not all-inclusive. Attendance in a regular course of study at other educational institutions is prohibited while a student at USU. Courses that are completed in a relatively short time are not prohibited. While the university encourages students to volunteer in the local community, their activities must not interfere with program requirements.
- Any outside activity must be approved before the student is authorized to engage in that activity. While each request will be evaluated on its own merits, as a general rule, activities that involve long term study will not be approved.
- The Request for Outside Activity form is located on the Brigade page on the USUHS webpage (<https://www.usuhs.edu/brigade/policies>). Refer to the Outside Activity Request Brigade Instruction, on the Brigade webpage for instructions on the routing and approval

process. The completed form will be staffed through the chain of command, as states in the Brigade Instruction. Point of Contact for these concerns/issues is the Brigade Judge Advocate or the GSN Company Commander.

Student Rights and Responsibilities

Students have a right to expect the following:

- All materials shall be factual and fairly presented and contain clearly understandable, detailed information pertaining to the program content, graduation requirements, and student rights and responsibilities.
- Fair and nondiscriminatory practices in the selection process of the program.
- That upon acceptance into a program, they will be provided the quality of education necessary to fulfill the objectives of the program.
- That they will not be exploited relative to time commitment of pay for profit of the conducting institution.
- That enrollment in the program of study is equivalent to the signing of a contract between the student and the program.
- That student failure to achieve goals within the expected time based on date of enrollment and projected graduation date are reviewed and dealt with on an individual basis.
- That they will receive due process when contesting evaluative decisions.
- Fair and accurate evaluations of their progress in the educational program will be kept and students will be informed of the status of their progress.
- Fair and impartial treatment during all testing, evaluation, and grading processes.
- Access to transcripts of their academic and clinical achievements.
- Upon their request have verified copies of transcripts to be furnished to institutions, agencies, or others specified by the student or graduate.
- Clearly stated terminal objectives and graduation requirements.
- A fair and impartial due process mechanism, which includes an appeal process.

Equal Opportunity and Sexual Harassment

The USU policy is to provide equal opportunity in all employment matters for all persons; to prohibit discrimination because of race, color, age, religion, sex, sexual orientation, gender identity, national origin, physical or mental handicap, and/or reprisal for participation in protected Equal Employment Opportunity activity; and to promote the full realization of equal opportunity through continuing affirmative employment programs.

Sexual harassment is prohibited and will not be tolerated at USU. All personnel, military and civilian, will be provided a work environment free of sexual harassment. Through aggressive training programs, thorough investigative processes, and decisive resolution systems, USU will continue to take all necessary measures to eliminate and prevent sexual harassment.

Academic Integrity

Academic integrity is the hallmark of every student and is part of academic performance. Students who have been found in violation of University and Service academic integrity/USU honor codes will be recommended for dismissal even though they are otherwise in good academic standing.

Students should understand that a violation of academic integrity is a matter of concern to both the military and academic communities. Consequently, violations of academic integrity will be addressed through the Uniform Code of Military Justice (UCMJ), and the University Institution governing the Student Promotions Committee (Academic Board). Academic dishonesty includes, but is not limited to, obtaining or giving aid on an examination, having unauthorized prior knowledge of an examination; unauthorized collaboration; multiple submissions; and plagiarism. Students are responsible for review and understanding of these guidelines and implications. If there is evidence that a student has committed any of the acts of professional or personal misconduct listed below, the student will receive no credit (zero points) for the deliverable in question (i.e. assignment, exam, presentation, clinical experience, etc.), will have no opportunity for resubmission or remediation, and will be recommended for disenrollment even if they are in good academic standing.

Definitions:

Cheating is knowingly using unauthorized assistance in any academic activity.

Lying is to state a written or oral untruth with the intent to deceive.

Unauthorized collaboration is defined as students collaborating on an assignment for academic credit that is not otherwise authorized in the syllabus or directly by the instructor.

Multiple submissions are instances where students submit papers or work previously submitted for academic credit while at the Uniformed Service University Graduate School of Nursing without prior approval by the evaluating professor or instructor.

Plagiarism is the unauthorized use, intentional or unintentional, of intellectual work of another person without giving proper credit to the author. Articles, books, and other media (internet, video, CD, DVD, etc.) are rich sources of information for scholarly work, but the ideas and language from those works are the intellectual property of another person, and must therefore be used responsibly. Any information obtained from another source must be clearly and appropriately credited to that source. Anytime someone else's ideas or words (phrase, sentence, paragraph etc.) are used or heavily paraphrased, the text must be appropriately punctuated (quotation marks) and the original author cited. Failure to do so is plagiarism. It is also unethical to plagiarize yourself. Authors may not submit the same manuscript to two journals, nor are students permitted to submit the same (or heavily

paraphrased) paper to more than one course director. A further discussion of the meaning of plagiarism is included in **Appendix A**.

Students are expected to live by the values of their respective services, the guiding principles of the GSN, the Brigade and the USU. The personal integrity of commissioned officers and nurses is a signature feature of personal and professional identity. USU students are encouraged to make this feature the centerpiece of their lives.

Responsible Conduct of Science

The Graduate Students' Code on the Responsible Conduct of Science was developed by USU faculty and modified and adopted by USU graduate students. Your behavior as a graduate student and nurse scientist should adhere to these principles.

"I will demonstrate honesty, integrity and professionalism in planning, conducting, interpreting and reporting my scientific research. My work will be rigorous, unbiased, ethical, scholarly, and as far as possible, objective. I will undertake only research for which I am qualified, and will collaborate and cooperate with other specialists when that is beneficial to the research.

"I will show respect for my animal research subjects and human research volunteers. I will use both appropriately and humanely. I will consider both the animals and the volunteers' comfort, not causing unnecessary pain or distress in my research, while maximizing potential benefits to both the subjects and to society, while minimizing risks. With human volunteers, I will maximize their welfare and secure fully informed consent stressing voluntariness. I will be knowledgeable about applicable laws and regulations concerning the use of animals and human research participants, and be diligent in ensuring that they are followed.

"I will show respect for fellow students and researchers, ensuring that they receive appropriate credit for their contributions to the research. I will share my knowledge, methods, and results with others in a fair and expeditious way. I will provide objective, unbiased reviews of other scientists' work. I will provide accurate and understandable information to fellow scientists and to the public.

"I will consider my responsibilities to society in my choice of research topics, in using my resources wisely and safely, and in avoiding conflicts of interest or commitment. I will be involved with the social and ethical ramifications and the environmental impact of my discoveries, proceeding in the best interests in society."

Ethics Training and Education

All PhD students are required to satisfactorily complete the course "Research Ethics" (PhD 811) during the program. Utilizing lectures and discussions, this course provides participants with an opportunity to review the basic principles for responsible conduct of scientific research.

Nonattribution

Lectures, discussions and all variety of presentations by guest speakers, seminar leaders, and panelists, including renowned public officials and scholars, constitute an important part of University curricula. So that these guests, as well as faculty and other University officials, may speak candidly, the University offers its assurance that their presentations, will be held in strict confidence. This assurance is derived from a policy of non-attribution that is morally binding on all who attend. Without the express permission of the speaker, nothing he or she says will be attributed to that speaker directly or indirectly in the presence of anyone who was not authorized to attend the lecture.

Academic Freedom

USU students have the privilege of **respectful dialogue** amongst academic colleagues and may debate any subject related to the USU course materials within the classroom setting.

Indeed, one of the goals of professional Federal/military education is to develop officers who can employ innovative thinking when confronted with changing situations; it is imperative that the University provide a learning environment that encourages officers to cast a critical eye on traditional or accepted concepts. In this regard, the University is a safe and proper setting for students to practice the art of communicating innovative and non-traditional concepts. It is expected that officers will debate their viewpoint responsibly reflecting officership, professionalism and military courtesy.

Student Leadership

Students may volunteer for leadership positions. Final selections will be made by the Commandant's Team. The following are the leadership positions available:

- **PhD Class President:** Acts as the advocate for the GSN PhD student class as a whole. Serves as voting member of the Student Advisory Council (SAC). Acts as the Commanding Officer for the student battalion during all military exercises.
- **PhD Class Vice President:** Acts as an extension of the President, replacing him/her in an official capacity during the President's absence, either temporary or permanent. Works closely with the President and class officers and is responsible for special projects as designated by the President. Serves as voting member of the Student Advisory Council (SAC). Acts as the Executive Officer for the student battalion during all military exercises.
- **Committees:** Any student leader may establish a committee to assist him/her in the execution of his/her duties. Student committee minutes will be included in the SAC minutes.

- **Vacant Positions:** If any student leader is unable to complete his/her term, he/she must make a formal declaration of resignation in writing to the Office of the Commandant. Members may resign without prejudice. Once a resignation statement has been accepted, it is final. All vacant positions will be filled by class election. It is the responsibility of the class President to coordinate and supervise the election of new officers to vacant positions with the assistance of the Office of the Commandant. This election will follow the standard election format and will be conducted at the soonest feasible and reasonable time as determined by the class President.

If a class officer wishes to run for a class office position that has become vacant, they must first officially resign their current position. This will create another vacant position to be filled during the election. An individual may only run for one office during any election.

All resignations are final and individuals will not revert back to their original positions if they fail to get elected in the new office. Individuals may only hold one class office at any one time.

Student Advisory Council (SAC)

Purpose

The Student Advisory Council (SAC) is an organization representing the students of the Graduate School of Nursing (GSN). It is designed to study student issues and provide a student body consensus which may then be communicated to the Dean, GSN and other responsible school officials. The SAC will also facilitate the transfer of information on matters or problems common to each student program or group. The GSN has both an APRN and PhD SAC.

Organization

The PhD SAC will be composed of the students of each individual PhD cohort. The Dean of the GSN will appoint an advisor to guide and assist the SAC. The advisor will not be in the military rating chain and should hold a relatively neutral faculty or staff position. The faculty advisor can be from GSN, the F. Edward Hébert School of Medicine (SOM), or the University.

Chairperson. The Chairperson of the SAC will be the senior academic PhD class President. The chairperson will supervise meetings, coordinate discussions and votes to establish a consensus representation of the entire student body. The SAC Chairperson may establish a committee to assist in the execution of duties with 2/3 consent of the SAC. Such committee assignments terminate at the end of the SAC chairperson's term.

Vice Chairperson. The Vice Chairperson of the SAC will be the second senior academic PhD class president and will also serve as the treasurer.

Minutes. The Chairperson or his/her designee will provide an agenda for each SAC meeting consisting of input from the other SAC members, as well as, notify SAC members of the time and location of such meetings. The Chairperson or his/her designee will record and distribute minutes of each SAC meeting to the Faculty Advisor for concurrence who will then route the minutes to the Commandant's Team and Assistant Dean for Academic Affairs.

Regular Business Meetings. The SAC will meet at a minimum every other month or more frequently as required. Approval of any issue requires a 2/3 vote by SAC members. Matters discussed and decided by vote at SAC meetings will be binding and represent the "official" student position in discussions with faculty and administrative officials.

Emergency Meetings. The SAC Chairperson can, at any time, call an emergency meeting to discuss problems requiring immediate attention.

Meetings with the Dean, GSN. The SAC Chairperson will be available to meet with the Dean, GSN or Associate Dean for Academic Affairs and Commandant/Assistant Dean for Student Affairs, as requested, following each meeting to discuss issues concerning or confronting the council or students at large.

GSN Committees

Student representatives are valued members of GSN committees. The GSN Student Promotion Committee and GSN Curriculum Committee both include student members.

Student Promotion Committee. The SPC is an advisory body to the Dean and Associate Dean for Academic Affairs. The purpose of the SPC is to provide an objective review of a student's record and performance and make recommendations as to the status of that student. Standing committee membership includes a GSN Student selected for a one year term by the Commandant or Company Commander. The Student member of the SPC is a non-voting member.

Curriculum Committee. The Curriculum Committee reviews and makes recommendations regarding all courses and curricular materials, makes recommendations regarding admissions, and admission policies/procedures, and reviews and makes recommendations regarding the Master Evaluation Plan. The Curriculum Committee operates in accordance with GSN-APS 001-2014. Student members of the Curriculum Committee are voting members and include one MSN or DNP student and one PhD student representative selected for a one year term by the Commandant or Company Commander.

Other Student Activities

The wide range of activities and organizations in which both medical students and graduate students are involved reflects the diversity of interests in the student body. Some examples include:

Student Spouses' Club: The Student Spouses' Club exists primarily to help spouses and significant others of USU students meet others in similar situations to their own and to form friendships to help them through the school years. The club offers many activities throughout the year, including monthly meetings and social activities for each class. The club publishes a newsletter. All spouses and significant others are welcome to participate.

Dining-In Committee: The dining-in is a formal military dinner that provides members of an organization with an opportunity to meet socially. Dining-Ins can be used to recognize individual and/or unit achievements or create an environment to build and/or maintain unit esprit de corps.

Dermatone Acapella Singing Group: The Dermatones is an acapella singing group, composed of both male and female voices in barbershop and traditional choral arrangements. The group performs at numerous university functions throughout the year (including mess dinners, social occasions, and memorial services) and special functions (such as Christmas caroling at the Soldiers and Airmen's Home of Washington, D.C.). The Dermatomes meet weekly for practice and enjoyment. No dues.

Student Groups: You can make the most of your experience at USU by joining a university-sponsored club. There are many to choose from, each one appealing to the unique interests of our diverse student body - from music to service to academics.

- **Student Interest Groups:** Anesthesiology, Emergency Medicine, Dermatology, Operational Medicine, Genomic/Personalized Medicine, Integrative Medicine, Global Health, Students Interested in Nutrition, Internal Medicine, Radiology, Neurology, Ophthalmology, Family Medicine, Clinical Spanish, Surgery, Pediatrics, OB/GYN, Biomedical Education, Orthopedic, Preventive Medicine, and Pathology.
- **Service and Social Groups:** Apollo Society, Latter-Day Saint Student Association, Humanitarian assistance/Disaster Response, Christian Medical Association, One Nation: The Indigenous Health Interest Group, Tutoring Group, Asian Pacific American, Medical Student Association, Dancing Docs Society, Active Learning Interest Group, LGBT + People in Medicine & allies, and Catholic Medical Student Association.

Students are encouraged to participate in community health-based volunteer opportunities. Students are strongly encouraged to belong to professional and scientific organizations related to their dedicated area of science (e.g., the American Psychological Association, American Physiological

Society, American Speech and Hearing Association, American Academy of Sciences, Institute of Medicine etc.)

Student Expenses

Travelers are authorized reimbursement for local transportation expenses when recommended by their Program or Clinical Directors and approved by their designated Approving Officials.

The fee for certification examinations and review courses that have not been recommended by the Program or Clinical Director will be the responsibility of the student OR the sponsoring Service or Agency.

Government Credit Card

- This card is authorized for use in conjunction with official travel only. It must be used for travel-related expenses. All transportation must be purchased through the government contracted agency.
- It is mandatory that you choose the split disbursement payment option when submitting your travel voucher so that funds will be sent directly by DFAS to current issuer of the government credit card.
- **If you are TDY/TAD for 45 days or longer, you must authorize “Partial Payments” so that DFAS will release funds every 30 days to your government travel card to avoid payment delinquencies.**
- Government credit card bills will be paid when it is due, regardless of the status of travel settlement.
- Students are expected to maintain sufficient funds on hand in case of delays in travel settlement, especially during the beginning or ending of the fiscal year.
- **Students with credit card bills which are not paid when due will be counseled in writing. The finance office reports delinquent accounts monthly to the University and Brigade leadership.**
- The student’s account may be suspended if an account goes unpaid according to DoD timelines. Delaying payment while awaiting TDY/TAD settlement payments is NOT authorized.
- Credit card update: When in-processing or if you get a new card, you must go into DTS under “Profile,” update your card number and expiration date. Check that the checking account routing # is active and update it, if needed.

Emergency Procedures, Security, Facility/Base Access

- **Emergencies:**
 - Call 777 for Fire or medical emergencies
 - Emergency Evacuation Procedures – See Appendix B
 - Code “White” – Active shooter Incident
 - Shelter in place, call 777
 - Lock and barricade doors
 - Turn off lights, silence phones
 - Take cover, stay away from doors or windows
- **Security:** Call (301) 295-3033 if you have any security concerns.
- **Photography:** (From the NSAB Installation Commander):
 - Photography by NSAB personnel (includes USU students) while on the compound is generally OK
 - Exceptions: Do not photograph sensitive things such as gates, fences, etc., or individuals who are NOT part of your "party" e.g. wounded warriors.

- **Building Access:** USU buildings are open from 0600-1900 hours, Monday through Friday. All other times, USU buildings are secured. Building access during those secured hours is only permitted at the Security Guard Office, Room G-192, on ground level of Building B. Identification badges (CAC) are required at USU at all times.
- **Base Access:** A Military ID Card is required for gate entry. If a USU visitor has neither a military nor government agency ID, a request (via email) for access to the base must be coordinated through the GSN Commandant team.
- **Parking:** All USU members must park in designated parking locations within the garage, and must have a visible USU hang tag, carpool hang tag, or visitor pass. Parking is not permitted on Palmer Road and the garage entrance at any time
- **Overnight Parking:** From the Security Office
 - “All vehicles parked overnight must have authorization and an overnight parking permit issued by the USU Security Office, Room UP001. The only allowance for parking overnight is as follows: weekends, holidays, Thanksgiving break, Christmas break, Spring break, and family emergencies. Although vehicles are permitted overnight parking during these periods, authorization and overnight parking permits are required.
 - Overnight parking is **not permitted** during rotation assignments or during periods of official travel. The only exception is for special training i.e. BUSHMASTER. The Department of Military and Emergency Medicine will provide special overnight parking permits for these training exercises.
 - All vehicles parked overnight must have authorization and an overnight parking pass. Overnight parking is not available for rotation assignments or during periods of official travel”.
 - Parking at USU is restricted to those with hang tags. Part-time students will coordinate with Mrs. Jenny Mooe for parking, when available, on scheduled class days. Shuttle buses are available to transport students to and from the Medical Center Metro Station [red line].
- **Requesting Visitor Parking in the USU Garage:** Go to <http://www.usuhs.edu/sec/visitoraccess.html>
- **Bicycle parking** is available on the first level of Building C, outside the back entrance to the student carrel/study area, and on the ground level of Building B near the Security Office. Reserved parking spaces are provided for motorcycles, disabled individuals and government vehicles only.

- **Shuttle Schedule** When the university has been closed or employees are released due to inclement weather conditions, the shuttle will run on a revised schedule if weather permits. The safety of our passengers and drivers is of utmost importance. *Please Note: The shuttle schedule may also be disrupted by construction projects, traffic, or other unforeseen events.* If you have any questions regarding this matter, please contact the Administrative Support Division on 301-295-9385/86.
 - **Morning Shuttle:** 0600–0930 Monday–Friday (except holidays) Runs continuously (The first run leaves the Medical Center Metro at 0600; the last run leaves the Medical Center Metro at 0930.)
 - **Evening Shuttle: 1435–1800 Monday–Friday (except holidays):** Runs continuously (The first run leaves the USU tunnel in front on building B lower level at 1435; the last run leaves the USU tunnel in front on building B lower level at 1800.)

Recreational Facilities

Through an agreement between the president of USU and the commanding officer of WRNMMC, USU graduate students may use recreation facilities on this installation. These facilities include a gym, fitness center, outdoor recreation facility, and more. The gym is located in Building 17. The hours of operation are Monday–Friday: 5:00 a.m. to 9:00 p.m.; Saturday, Sunday, and holidays: 9:00 a.m. to 6:00 p.m. Phone: 301-295-2450. Services: include cardio zone exercise center, weight zone strength conditioning area, personal training, stretching and abdominal training area, locker rooms, Jiu-jitsus/Karate, fitness classes, fun-runs, and walks. The outdoor facilities include basketball court, softball field, running track, and picnic pavilions. These facilities are only a short walk from the USU campus. In addition to the facilities at WRNMMC, a mini-gym is available on site and is located on the ground floor of Building B. This gym is equipped with free weights, stair masters, treadmills, stationary bikes, and elliptical cross-trainers. Showers and lockers are readily accessible next to the gym.

Textbooks

Textbooks for **required** courses will be issued to PhD students free of charge for active duty military students. However, if students wish to take elective courses or graduate courses outside USU, they must purchase their textbooks. Students from federal agencies must purchase their own textbooks unless they are supported by a scholarship. If you purchase textbooks, you may do so from the vendor of your choice. FAES maintains a bookstore at NIH across the street from WRNMMC. Through a cooperative arrangement, USU faculty and students are authorized to use this bookstore to purchase textbooks and other study materials.

Adverse Weather

- During inclement weather, obtain information regarding the operational status of the University as indicated below:
 - Emergency conditions before the workday begins are posted on the USU home page @ <http://www.usuhs.edu/sec/weather.html>. You may also call

- 301-295-3039 for information.
- The Announcement on the USU Home Page will reference one of the following categories: “early dismissal”, “delayed arrival”, “unscheduled leave”, or “Federal Government Closed”. NOTE: GSN students are considered **essential personnel**. For all categories, other than “Federal Gov’t Closed”, students will check USU email account for a message detailing instructions on class schedule changes or cancellations.
 - *During inclement weather no one should endanger him/herself or others by attempting to come to the University when common sense dictates otherwise.
 - Notify your chain of command immediately if you are unable to make it in for class.

Administrative Information

- The GSN Company Commander/1SG telephone number is (301) 295-9561/9556 and fax is (301) 295-6599. Lines will be used for Official Business or Emergencies only. Do not give these numbers to anyone for personal business such as loan companies, merchants or mail order firms.
- Students may use the USU telephones centrally located in each building or in the Student Community Center @ (301) 295-9701/3015, for local and on-post dialing. Incoming calls to this number are limited to 3-5 minutes.
- Students must ensure that their mailing addresses are updated immediately prior to departing the losing command and upon arrival at USU.
- Students must also ensure that gaining MTF email and mailing addresses are on file prior to departing USU.

Student Health

The University Health Center

The University Health Center (UHC) is a full-service family health clinic managed by the Department of Family Medicine. It is located on the first floor of Bldg. A in Room A1034. The clinic provides care for the students, faculty, staff, and family members enrolled in Tricare Prime and who are eligible for care through the DoD and the U.S. Public Health Service.

Scope of Care

The UHC provides broad-spectrum care for every family member:

- Adult general medical care
- Health maintenance and disease prevention
- Family planning services
- Well baby/well child care
- Prenatal and routine obstetrical care (including deliveries)
- Immunizations and tuberculosis screening

- Minor surgical procedures (including vasectomy)
- Mental health counseling (individuals and families)
- Sports medicine
- Weight management

Clinic Schedule

For current clinic hours, see <http://www.usuhs.mil/fap/uhcfaq.html>

Appointments

The UHC has "routine" and "same-day" appointment availability for Tricare Prime patients, which can be scheduled by calling the UHC at 301-295-3630. Same-day appointments are for acute problems and can be made up to 24 hours in advance. Walk-in visits are discouraged and will be triaged by clinic personnel. Walk-in patients will be given an appointment time that may be on a later day, depending on appointment availability.

Sick Call/Hospital Admission/Surgery

- There is NOT an active duty "walk-in" sick call.
- For same-day appointments, call the clinic at 301-295-3630. **Active duty has priority for appointments when they call between 0715 and 0800.**
- Students who do not feel well enough to come to class can remain at home on quarters for up to 24 hours without being seen by a provider. Students must call or e-mail their Program Director and the GSN Commandant Team (gsncommandantteam@usuhs.edu) the morning that class is missed, explaining that they are sick in quarters. Students who require more than 24 hours must schedule an appointment for a medical evaluation and report to the GSN Commandant's Team for accountability.
- If placed on the sick list or **admitted to a hospital**, immediately notify the course coordinator and the GSN company commander, office of the commandant at 301-295-9561 during normal duty hours. If after duty hours, please contact the GSN student company commander/ISG via cellphone. These guidelines apply to students on official TDY/TAD travel as well.
- Students requiring elective surgery must obtain the concurrence of their Program Director then submit the request to the GSN Company Commander.
- Students are to review the program's policy on pregnancy. Pregnant students should notify their Program Directors immediately upon diagnosis to ensure that they are not exposed to hazardous environments while performing clinical training. Bring a copy of Pregnancy Profile to the Company Commander.

Extended Absence

- Students with a medical condition that significantly interrupts the course of instruction or that has an adverse impact on their ability to carry out tasks associated with their advanced practice role shall be referred to a student review board for the appropriate disposition. In

clinical training, all out-rotations are considered mandatory. Students are required to complete all rotations in order to graduate.

- Students requesting elective surgery must submit a request for approval through their chain of command (program director and commandant) inclusive of those students in TDY status. Students who report to the school pregnant or become pregnant during training will be evaluated on a case-by-case basis and a referral submitted to the student promotion committee as necessary.
- The program director will review service-specific pregnancy guidelines with students who are pregnant. Students who desire to continue their education will have a statement placed in their student record that indicates that they were counseled concerning the above.

Office of the Brigade Chaplain

The university chaplain and staff support and enhance the quality of life of military personnel and their families through spiritual development. Members of the chaplain's staff facilitate the free exercise of religion. Several faith-specific student associations are currently formed to meet the needs of the students. The office of the chaplain is located near the student lounge, in Room C1099, phone: 301-295-9658/3193. For more information or to e-mail the chaplain for an appointment or with questions, our website is: www.usuhs.mil/chaplain.

E-mail and Internet Access

Each USU graduate student will be assigned an electronic mail and Internet access account whereby the student can send or receive mail messages, check the Bulletin Board for information pertaining to USU, access the Internet, and have remote access to the Learning Resource Center and its databases. Information sent from the Daniel K. Inouye GSN is critical and you are required to regularly check your USU e-mail account and the USU GSN web site. Most official information, notices, and reminders are distributed to students only by e-mail or are posted on the web site. **The GSN Office is your OFFICIAL interaction with the university hierarchy. Thus, you are responsible for reading and responding (if asked) to ALL e-mails sent from GSN.** It is important that e-mail communication is clear, timely, and respectful. Please be mindful that we are all striving to find balance in our lives so please do not expect a response to late evening or weekend messages until the next business day.

Online Etiquette or "Netiquette"

General internet etiquette rules must be considered whenever communicating in an online environment. Persons talking with another in the hall or on the phone can change voice tone or rephrase a comment or change facial expression to add "expression" to the communication thus helping to promote accurate understanding.

Electronic communication does not offer these non-verbal cues to the recipient, so some communication rules or "*netiquette*" should be understood and practiced whenever communicating in an electronic media that does not include a "visual" component.

These rules apply when entering posts in a discussion area, a live chat room or when communicating via email with professors, other students or other individuals. Some general guidelines:

- Protect patient privacy:
 - Adhere to existing patient confidentiality rules outlined in HIPAA and other government regulations and publications
- Consider your message and your intended non-verbal cues:
 - Think about the content and craft your message carefully prior to sending it
 - If angry or upset about something, consider the following actions
- Put off responding for 12-24 hours; count to 10 and then begin writing; write your email, put it in the “Drafts” folder and look at it again when in a calmer state of mind
 - Make sure that the content is relevant to the recipient (do not forward junk email).
 - Be polite. The message should be respectful, friendly, and make the writer seem approachable. Read/re-write the message if necessary to get the “tone” right.
 - Maintain professionalism when communicating with professors and senior ranking officers
 - Use humor and irony sparingly
 - Be careful with the use of “emoticons” :-) :-(.They may be appropriate with friends, colleagues, but should not be used when corresponding with professionals or casual acquaintances
 - Use respect and proper military courtesy and titles when corresponding with senior officers or civilian faculty/ instructors, (i.e. ma’am, sir, v/r or r/)
- Get to the point
 - Keep messages concise and to the point. Some people receive hundreds of email messages a day; the last thing they want to see is a long email
 - Set the character limit to 80 characters per line to avoid a “never ending run on” email
- Be careful with Punctuation!!! :)))
 - Do not use excessive punctuation. Emphasize the importance in the text, not in the punctuation
 - DO NOT SHOUT AT PEOPLE with capital letters
 - Consider using a *star* on either side of the word you want to stress
- Simple is better
 - Do not use fancy fonts, colors, backgrounds, etc. Many email clients (and some servers) cannot / will not handle them
 - Do not use text shorthand (will U plz send me applcatn?). This is not appropriate when communicating with peers, students, etc. via discussion boards, chat rooms or e-mail

- There is no such thing as email “Privacy”
 - There is no such thing as a private e-mail. With most e-mail systems, the e-mail administrator has the ability to read any and all email messages
 - Email software can become infected and your email may get sent to someone else - what you thought was private is not private anymore
 - Hackers can read your e-mail if they try hard enough. No form of security is one hundred percent hacker-proof
 - Do not make personal remarks about third parties. Email messages can come back to haunt the writer of the email
 - Do not post personal email addresses on web sites and other public parts of the Internet. If posted, get ready to be deluged with spam
- How to respond to an inflammatory message
 - Email writers get “flamed” when they send e-mails that cause the recipient to respond in an angry/hostile way - a verbal attack in electronic form
 - How to respond?
 - Ignore it – the better option
 - Respond angrily – inciting a "flame war"
 - Have a non-electronic conversation to clear the air
 - To prevent being “flamed”, do not:
 - Send an email in all UPPER-CASE
 - Make a comment about grammar or punctuation
 - Send a mass-mailing
- Small, but important issues
 - Make sure the Subject line is relevant
 - Include a signature to help the recipient understand who the email is from
 - Make sure your signature block contains accurate information (i.e. phone numbers)
 - Be careful when “replying to all”. Be sure that the reply is meant for the whole list
 - Delete trivial or irrelevant items before forwarding
 - Inform original senders whenever possible prior to forwarding their message
 - Attachments
 - May contain viruses, people may be reluctant to open them
 - Opening attachments slows the recipient down
 - Large attachments take a long time to open, again, slowing the recipient
 - Do not forward chain letters or "make money fast" messages
 - Do not send inappropriate email or attachments
 - Do not mark messages as “urgent” if they are not

In Closing: The faculty and staff of the GSN take great pride in the success and accomplishments of our graduates, who are among the leading military and federal nurse scientists in the country. Your program is designed to provide you with the analytic skills, research training, and

professional competence to move into roles of increasing responsibility and productivity. We hope your program will be challenging, rewarding, and empowering as you continue to serve your country by advancing the science in military and federal health care organizations.

APPENDIX A: PLAGIARISM GUIDELINES

What Is Plagiarism?¹

The *Oxford English Dictionary* (OED) provides a simple and clear definition of *plagiarism*: “The action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own; literary theft.”² In 1994, the Office of Scientific Integrity (ORI)³ provided a definition of *plagiarism* in response to cases of scientific misconduct: “As a general working definition, ORI considers plagiarism to include both the theft or misappropriation of intellectual property and the substantial unattributed textual copying of another’s work... . Substantial unattributed textual copying means the unattributed verbatim or nearly verbatim copying of sentences and paragraphs which materially mislead the ordinary reader regarding the contributions of the author.”⁴

An important aspect of both the “common practice” definition from the OED and the specific description from the ORI for scientific practice is the fact that plagiarism is broader than just copying text verbatim. It includes the view that—even without ever directly copying someone else’s document word-for-word—you can plagiarize someone else’s text. Copying “someone else’s work” (OED) and the “misappropriation of intellectual property and the substantial unattributed textual copying of another’s work” (ORI) include copying someone else’s ideas, conclusions, or interpretations, even how they have organized a discussion of a topic. For example, to read through the text of a book, chapter, review, or the summary paragraphs of a scientific publication and retype the information in one’s “own words” is plagiarism (see below). The author of the text one has paraphrased had collected the information for you (the individual who reads their paper), spent time thinking how to summarize and organize the information in a systematic manner, made decisions about how to present (in what order) the information to the reader, and more than likely included his/her interpretation or opinion on the topic in how he/she summarized and selected the information.

Plagiarism may *seem* to be a “grey area” because in science we are discussing “facts” and research findings. Some may argue that repeating scientific data or research results is not really taking someone else’s work; the facts “belong to no one” in particular. True, the findings exist independent of what some author previously wrote about them, but, again, it is information you *copied*. Even if it was paraphrased from one or more source, it is always best to err on the side of including citation(s) to the work you consulted. The basic idea, again, is that if someone else collected, organized, and interpreted the information for you, he/she should receive credit.

How Can I Avoid Plagiarizing?⁵

1. Do not obtain text from another source (a friend or purchased or copied from a website) and represent that work as yours—to do so is plagiarism.

2. Do not “copy and paste” text from a website directly into your paper. This is a very dangerous practice since there is a temptation to directly try and work on the paper by “rewording” the copied material. Worse yet, you might forget that the copied text does not belong to you or you may not remember where you obtained the information so that you cannot properly give credit to its author(s)!
3. To “re-use” or revise *your own paper* from a previous course is “questionable.” *If you plan to revise or use text from a previously written paper that you wrote, it is best to consult with the instructor.*
4. When you directly copy text (e.g., more than a few words in a series) from another source, the text should be placed in quotation marks *and* cited.
5. Facts do not need to be attributed to a certain author if they are “general knowledge.” However, a more extensive listing of “facts” that appear in a text you consulted should be cited. Information about the molecular weight or melting point of a chemical compound would not require acknowledging the author or citing the source where you found this information. More specific information that required bringing together information, however, should be cited. For example, if you summarized many facts about the compound that are not common knowledge and you used a source to find out that information or if it is a collection of facts that you do not know “off the top of your head,” you should attribute the information to the author(s).
6. In cases where you restate or paraphrase (simplify or shorten) a text that you obtained from another author, the material would not be in quotation marks, but the author who wrote the material should receive credit. For example, if you were to summarize information regarding the basic characteristics of glutamate receptors, by restating or paraphrasing, the text should include a citation.
7. Notwithstanding the above, reviewing facts or research findings for a paper or thesis can seem tricky.⁶ If an assignment is to review the basic facts or findings about a specific topic it would make no sense to “not answer the question” directly, to intentionally rearrange a logical order for discussing a topic, or to capriciously vary the sources you cited to avoid the appearance of plagiarism.
8. But paraphrasing or repeating an authors’ text *at length* is plagiarism—even if you cite the material. *Extensive* rephrasing uses the essential ideas, thinking patterns, and selective interpretations that were created by another author. The article(s) by other author(s) should be briefly summarized (providing citation(s) to the work used) and the reader should be referred to the more extensive review(s) you have consulted.
9. When writing, you also can struggle with issues about how closely you *can* “rephrase”

something you have read. If you write at the same time that you are directly reading someone else's text, it is tempting to re-summarize the work sentence-by-sentence. Some authors suggest you can avoid plagiarism by reading your notes and the papers you consulted but to then *not look at the material* as you write each paragraph in your own words. After you have written your paper, you can go back and check the accuracy of the sources and the facts.

10. Things also get tricky when dealing with ideas and interpretations of scientific information. To write an informative and critical paper, we gather information about a topic by reading and discussing the subject with others. This information becomes part of our internal "knowledge base." Most individuals will not remember every source where they learned certain general interpretations about a topic or perhaps where they read or heard about a "brilliant" experimental approach to some specific scientific problem. The "creator" of the interpretation or idea, though, should receive credit. One way to avoid this kind of plagiarism is to responsibly take notes about the sources from where you first read or heard about the idea or interpretation.
11. Likewise, one could "efficiently" write some paragraphs (or an entire paper!) based on the information in a table that summarizes research findings on a particular topic. For example, a table may summarize the benefits of different psychotherapies for the treatment of anxiety disorders and—without using any text directly from the table—one could use this information as the basis of a paper. A very clear statement should indicate you are summarizing information from the review article (for example, "My review of this field is based primarily on the references listed in Table 1 of Smith's 2007 review."). For all intents and purposes, this practice is again paraphrasing *at length* and you should consult your instructor for what is acceptable.
12. Finally, redrawing a diagram, model, or flow chart that is based on a figure created by someone else should be credited to the author(s) who originally summarized the information in graphic form.

- 1 Joseph McCabe, Ph.D., Department of Anatomy, Physiology & Genetics, USUHS, June 25, 2008.
- 2 *Oxford English Dictionary Online*, Draft Revision June 2006, <http://dictionary.oed.com>
- 3 The ORI is a component of the Public Health Service and provides advice and educational materials and oversees cases of alleged scientific misconduct related to NIH-supported research activity.
- 4 ORI Newsletter, December, 1994, 3(1), 6–7, see: http://ori.dhhs.gov/documents/newsletters/vol3_no1.pdf
- 5 Provided as a general guideline to preparing papers for coursework and theses at USU.
- 6 Examples of how to avoid plagiarism and how to properly cite and review information from other references can be found in L.N. Edwards and M.G. Schoengood, *Avoiding and detecting plagiarism*, The Graduate Center, The City University of New York, March 2005, <http://web.gc.cuny.edu/provost/pdf/AvoidingPlagiarism.pdf>

APPENDIX B: FREQUENTLY CALLED NUMBERS (PREFIX: 301)

Brigade	295-9654
Commandant, GSN	295-1022
GSN Company Commander	295-9561
GSN Company, Leading Petty Officer/First Sergeant	295-9556
GSN Secretary	295-9004
Family Nurse Practitioner/Women's Health Nurse Practitioner Program	295-1147
Adult Gerontology Clinical Nurse Specialist Program	295-1220
Nurse Anesthesia Program	295-0979
Psychiatric Mental Health Nurse Practitioner Program	295-1147
Military Personnel Office (MILPO)	295-3423
MILPO FAX	295-3125
Brigade Adjutant/Awards	295-3423
Equal Opportunity Office	295-0964/1548
Chaplain	295-3193
Chaplain's Assistant	295-9658
General Counsel	295-3028
Security	295-3033
Learning Resource Center (LRC)	295-3350
Multidisciplinary Lab (MDL)	295-3301
WRNMMC Duty Desk	295-4611
ID Card/DEERS Office	295-0131
University Health Center	295- 3630
Dental Clinic	295-5411
Optometry Clinic	295-7001
Medical Readiness Clinic	319-8765