

Uniformed Services University of the Health Sciences

Daniel K. Inouye Graduate School of Nursing

PhD Program in Nursing Science

Student Handbook

2016–2017



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 that you have chosen USU to pursue a PhD in Nursing Science that 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 and research training of masters, DNP, and PhD students. USU 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 Web site (<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.**

Graduate 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 and the associate dean for academic affairs 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, and your senior Service member 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. 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

TABLE OF CONTENTS

WELCOME TO GRADUATE STUDIES AT USU 2

 Academic Calendar.....7

 A Brief History of USU.....9

 USU Mission.....10

 USU Guiding Principles.....11

 GSN Mission, Vision, and Guiding Philosophy.....12

 Accreditation.....12

 Purpose of the Handbook.....13

DOCTOR OF PHILOSOPHY IN NURSING SCIENCE 13

 PhD Program Overview..... 13

 Overview of the Program’s Curriculum..... 14

 Program Course Requirements and Electives 15

 Program Plan 17

 Program Plan 18

 Research Training.....18

 Academic Milestones.....19

 Academic Advisement 20

 Academic Advisors.....20

 Initial Program Planning.....21

 Cognate Courses.....21

 Registration.....22

 Student Academic Planning and Registration Process.....22

 Student Responsibilities.....22

 Faculty Advisor Responsibilities.....23

 Annual Review of Student Progress.....23

 Seminar Requirements.....23

 Registration, Grades, and Administrative Academic Topics 23

 Registration.....23

 Grading.....23

 Academic Standards and Performance.....24

 Withdrawal from a Course.....24

 Incomplete Grades.....24

Transfer Credits/Credit Conversion	24
Academic Standing.....	25
Student Promotions Committee.....	25
Failure to Progress.....	25
Eligibility for Enrollment, Extended Absences, and Nonacademic Dismissal	25
Extended Leave of Absence	26
Degree Completion Time Limit.....	26
Awarding of Degrees.....	26
Transcripts.....	26
GENERAL STUDENT INFORMATION	27
Student Identification Badges.....	27
E-mail and Internet Access.....	27
Learning Resources Center (aka Library).....	27
Parking and Mass Transit Program.....	27
Shuttle Schedule	28
Recreational Facilities	28
Graduate Student Council.....	29
Textbooks	29
Standards of Conduct	29
Academic Integrity.....	30
Responsible Conduct of Science.....	30
Ethics Training and Education.....	30
Plagiarism.....	30
Nonattribution.....	31
Academic Freedom.....	31
Personal Interactions with Faculty.....	31
Harassment and Discrimination	31
Online Etiquette or “Netiquette”.....	32
USU GRADUATE PROGRAMS IN THE BIOMEDICAL SCIENCES AND PUBLIC HEALTH	34
NIH/FAES Courses	35
Research Support.....	35
IN CLOSING	35
APPENDIX B: POLICIES AND INFORMATION.....	40
MILITARY COMMAND AND CONTROL.....	40

USU BRIGADE Mission..... 40

Chain of Command 41

Brigade Commander 42

Commandant, Daniel K. Inouye Graduate School of Nursing Assistant Dean of Student Affairs..... 42

IN/OUT PROCESSING 43

UNIFORM AND GROOMING STANDARDS..... 43

PROFESSIONALISM AND Standards of Conduct 43

ACCOUNTABILITY SYSTEM..... 44

UNIFORM CODE OF MILITARY JUSTICE (UCMJ) 45

PHYSICAL FITNESS AND WEIGHT CONTROL..... 45

DRUG ABUSE PREVENTION..... 45

LEAVE, PASS, AND LIBERTY POLICY 46

MEDICAL READINESS 47

ACADEMIC EVALUATION REPORTS/TRAINING REPORTS/ FITNESS REPORTS 47

 Off-Duty Employment..... 47

 Off-Duty Activities..... 48

STUDENT AFFAIRS 48

Student Rights and Responsibilities 48

EQUAL OPPORTUNITY AND SEXUAL HARASSMENT 49

STUDENT ORGANIZATIONS..... 49

GSN Committees 50

Office of the Brigade Chaplain 50

Other Student Activities..... 50

STUDENT SPOUSES' CLUB..... 50

DERMATONES 51

Student Expenses..... 51

GOVERNMENT CREDIT CARD..... 51

BUILDING SECURITY 52

ADVERSE WEATHER..... 52

ADMINISTRATIVE DETAILS..... 52

STUDENT HEALTH..... 53

The University Health Center 53

Appointments..... 53

SICK CALL/HOSPITAL ADMISSION/SURGERY 54

Extended Absence..... 54

FACULTY/UNIVERSITY RESOURCES..... 54

Faculty Availability 54

GSN Policies..... 55

LEARNING RESOURCE CENTER 55

INSTITUTIONAL REVIEW BOARD PROCESS (IRB):..... 55

Multidisciplinary Lab (MDL)..... 55

FREQUENTLY CALLED NUMBERS (PREFIX: 301) 56

Academic Calendar

2016–2017

Fall Quarter, 2016

Date	Event
Monday–Friday, 25–29 July	Fall Quarter Registration, Current Students
Wednesday, 17 August	Orientation, Incoming PhD Students
Tuesday–Thursday, 16–19 August	Registration, Incoming PhD Students
Thursday, 1 September	Fall Quarter Classes Begin
Friday, 2 September	Last Day to Drop/Add Fall courses
Monday, 5 September	Labor Day (Holiday)
Thursday–Saturday, 15–17 September	Council for the Advancement of Nursing Science
Monday, 10 October	Columbus Day (Holiday)
Tuesday–Friday, 11–14 October	Registration for Winter Quarter Classes
Wednesday, 9 November	Fall Quarter Classes Ends
Thursday and Friday, 10–11 November	End of Quarter Recess
Friday, 11 November	Veterans Day (Holiday)

Winter Quarter, 2016–2017

Date	Event
Monday, 14 November	Winter Quarter Classes Begin
Monday, 21 November	Last Day to Drop/Add Courses
Monday, 21 November	Fall Quarter Grades Due
Thursday–Friday 24–25 November	Thanksgiving Recess
Monday, 19 December 2016–Monday, 2 January	Winter Recess
Monday, 16 January	Martin Luther King Jr.'s Birthday (Holiday)
Monday–Friday, 30 January–3 February	Registration for Spring Quarter Classes
Wednesday, 15 February	Winter Quarter Ends
Thursday–Friday, 16–17 February	End of Quarter Recess

Spring Quarter, 2017

Date	Event
Tuesday, 21 February	Spring Quarter Classes Begin
Monday, 6 March	Last Day to Drop/Add Classes
Monday, 6 March	Winter Quarter Grades Due
Monday–Friday, 27–31 March	Spring Recess
Monday–Friday, 24–28 April	Registration for Summer Quarter Classes
Monday–Wednesday, 15–17 May	USU Research Week
Wednesday, 17 May	Graduate Student Colloquium
Wednesday, 17 May	Spring Quarter Ends
Thursday–Friday 18–19 May	End of Quarter Recess
Saturday, 20 May	USU Graduation

Summer Quarter, 2017

Date	Event
Monday, 22 May	Summer Quarter Begins
Monday, 29 May	Memorial Day (Holiday)
Monday, 5 June	Last Day to Drop/Add Courses
Monday, 5 June	Spring Quarter Grades Due
Tuesday, 4 July	Independence Day (Holiday)
Monday–Friday [Date TBD]	TSNRP Grant Camp [tentative date]
Monday–Friday [Date TBD]	Research Methods Course in Ann Arbor
Monday–Friday, 24–28 July	Registration for Fall Quarter Classes
Friday, 11 August	Summer Quarter Ends
Friday, 11 August	Academic Year Ends

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 president with the advice and consent of the Senate. 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 the newest school 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. 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 36 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

The Uniformed Services University of the Health Sciences is the nation's federal health sciences university and is committed to excellence in military medicine and public health during peace and war. We provide the nation with health professionals dedicated to career service in the DoD) and the U.S. Public Health Service and with scientists who serve the common good. We serve the uniformed services and the nation as an outstanding academic health sciences center with a worldwide perspective for education, research, service, and consultation; we are unique in relating these activities to military medicine, disaster medicine, and military medical readiness.

We are the nation's federal health sciences university, recognized as an outstanding scholarly education center. Our component schools and institutes are dedicated to excellence and innovation in education, research, and service worldwide.

We are a university that grants degrees in the health sciences at all levels, producing outstanding scientists and health care practitioners for the nation.

We are recognized as the preeminent center for the study of military medicine, tropical disease, disaster medicine, and adaptation to extreme environments.

We are a major coordinating center for consultation, support, and advocacy education and operational readiness training in the health sciences throughout the careers of uniformed medical personnel.

We have cooperative, mutually supportive, and valued interactions with DoD hospitals that enhances undergraduate and graduate medical education, research programs, and patient care.

We have a partnership with the Henry M. Jackson Foundation for the Advancement of Military Medicine that enriches our scholarship and contributes to our fiscal stability and maximum development.

We attract a diverse population of qualified individuals and encourage their personal and professional development. Our students, faculty, and staff appreciate that they are essential to the work and success of each other and the university.

We prepare and inspire our students, faculty, and staff for a lifetime of learning, leadership, and service.

Our programs, scholarly activities, faculty, and graduates make outstanding contributions throughout the medical and scientific communities.

“Unity of Effort Campaign”

Walter Reed Bethesda and USU are advancing a “Unity of Effort Campaign” through multiple areas of joint endeavor. Since the Base Closure and Alignment Commission combined the former Walter Reed Army Medical Center and National Naval Medical Center into a single entity, the university has been working closely with hospital and base leadership to create “America’s Health Campus” where a unity of effort exists among the hospital’s clinical services, research and graduate medical education, and the university’s rigorous academic and research programs.

This effort has fostered closer cooperation across multiple lines of endeavor. These include a Tri-Federal Initiative (Walter Reed Bethesda, USU, and the National Cancer Institute [NCI]) to craft a shared vision for the future between Walter Reed Bethesda, the National Intrepid Center of Excellence (NICoE), and USU; creation of a National Capital Region Consortium¹ for Simulation Education; and harmonization of research support activities between USU and Walter Reed Bethesda.

USU Guiding Principles

Caring

We foster an atmosphere of caring, mutual respect, courtesy, pride in work, and personal development. Each member of the university community is important.

Communication

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

Integrity

We conduct ourselves responsibly, ethically, and honestly.

Loyalty

We are dedicated to each other, the university, the DoD, and the nation.

¹ Information regarding the opportunities available through the National Capitol Region Consortium is discussed in the section of the handbook on Academic Advisement.

Quality

We strive to excel through continuous quality improvement.

Scholarship

We are committed to academic freedom as fundamental to the advancement of knowledge and a lifetime of learning.

Service

We are sensitive to the needs of those we serve and are responsive to new ideas and change.

Teamwork

We value the contributions of each member of our community and work to achieve an environment characterized by cooperation, collegiality, and an appreciation of diversity.

GSN Mission, Vision, and Guiding 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 philosophy of the GSN is derived from the mission and goals of the University. The philosophy 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.

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."² 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

² This document can be found on the PhD Commons Google Drive.

Purpose of the Handbook

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

Students should not construe the provisions in this handbook as an irrevocable contract. 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.

However, changes in such vital areas as curriculum or requirements for graduation will not be made retroactively unless they are to the students' advantage and can be accommodated within the remaining time before graduation.

Students and graduates of the GSN must also recognize that changes in the law or military policy may affect their rights and obligations. The PhD Student Handbook attempts to provide a general summary of the policies of the uniformed services that affect USU students. Individual military service policies may differ from those listed in this handbook, in which case the service policy governs.

DOCTOR OF PHILOSOPHY IN NURSING SCIENCE

Students admitted into the USU GSN Doctor of Philosophy (PhD) Program transition from a master's specialty to a rigorous program of study that includes emphasis on science, leadership, and research. The PhD program is uniquely focused on advancing the science guiding the future of military systems and organizations.

Designed to prepare research scientists, the PhD program provides core foundational courses such as research methods, statistics, ethics, policy, nursing science, philosophy, and professional issues. In addition, cognate courses are required to specifically address the interdisciplinary sciences undergirding students' research interests. Cognate courses in the physical or social sciences may be taken outside of the GSN within the university or, if not available on campus, may be taken through the newly formed National Capitol Region Consortium. Electives selected by students with approval from their academic advisor provide for a comprehensive and rigorous program of scholarship.

The overall objective for the PhD 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.

PhD Program Overview

PhD programs are traditionally designed on a foundation of courses that provide an introduction to scientific inquiry and indoctrination to the life of a scientist and a scholar. The curriculum is

composed of *core courses* required of all students independent of their area of specialization. Core courses are provided to introduce students with 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 basis 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 2 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. In addition, the curriculum provides several comprehensive areas of scholarship, Interdisciplinary

Options, designed to provide students with a significant foundation in both the domain of science and the methodological approaches unique to a 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; and (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. 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. This curriculum is distinguished from civilian universities by providing (1) an early and consistent immersion in research intensive environments such as the National Institutes of Health (NIH) and well-established military programs of research; (2) a strong emphasis on ethics, policy, and leadership; and (3) clear interdisciplinary and triservice 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.

Program Course Requirements and Electives

Nursing Knowledge 9 Credit Hours³

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)

³ Credit hours are the minimum required in each academic category.

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)⁴

PMO 504 Biostatistics II (4)

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

Advanced Statistical Analysis supporting proposed dissertation research [elective]⁵

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

PMO 508 Biostatistics III [optional] (5)

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 12 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 (3)

⁴ Equivalent graduate statistic courses are recommended by the advisor and approved by the Program Director.

⁵ 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.

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. 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 designed consistent with the AACN document, "Indicators of Quality in Research-Focused Doctoral Programs in Nursing," with an explicit consideration of the requirements of our military and federal constituents to prepare graduates to address their unique research priorities.

Our student body is diverse and includes those on active duty as well as civilian nurses from federal agencies. The program plan is designed for full-time students who are expected to complete the program in 3 calendar years. Part-time students from either the military or federal services have up to 7 years to complete the program although it is possible to complete the program in 5 years of continuous part-time enrollment. Beginning in 2016, we were awarded two Robert Wood Johnson [RWJ] Future of Nursing Scholars who are civilian nurses working full-time and have the support of the RWJ scholarship and must complete the program in 3 years. 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.

Program Plan ⁶ 2016–2017			
Fall Quarter 2016	Winter Quarter 2016–2017	Spring Quarter 2017	Summer Quarter 2017 ⁷
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 ⁸ ISR Methods Course NIH Offerings PhD 900 Preliminary⁹ Examination Cognate Course 9 credits
Fall Quarter 2017	Winter Quarter 2017–2018	Spring Quarter 2018	Summer Quarter 2018
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 901 Qualifying Exam Cognate Course 9 credits	PhD 811 Research Ethics PhD845 Emerging Scholars [E] PhD 825 Research Internship III [E] PhD 812 Public Policy 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 their graduate studies to include attendance at conferences, seminars, and guest lectures. All students will have an opportunity to

⁶ 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.

⁷ 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).

⁸ An opportunity for active duty military provided by the TriService Nursing Research Program.

⁹ Academic Milestones are highlighted in red.

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). 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.

Academic Milestones

The milestones of the program outlined in the diagram below provide 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.

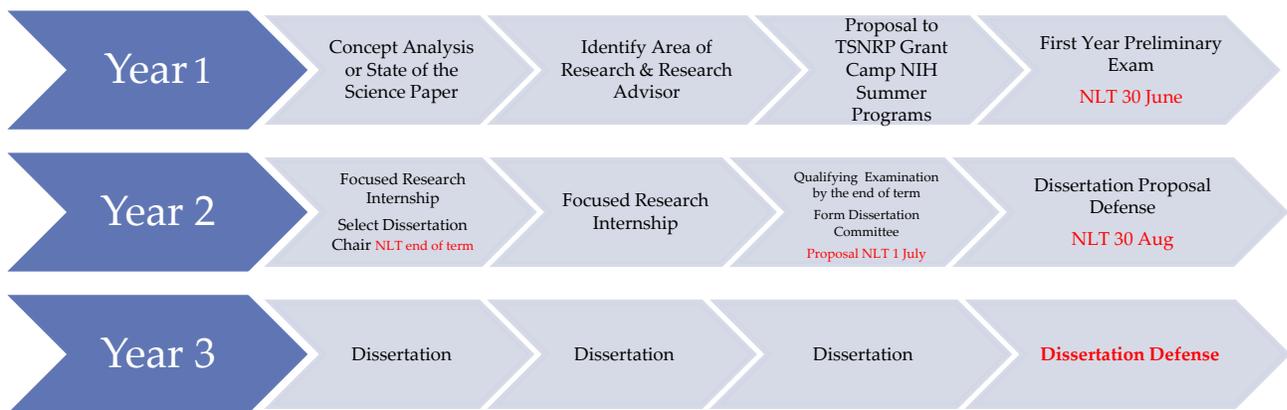


Figure 1. Milestones of the PhD Program.

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. 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 2-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 Servicemember (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 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)¹⁰ 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

¹⁰ Forms are found in PhD Commons on Google Drive.

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.

Registration

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.

Faculty Advisor Responsibilities

- 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).

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

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

Academic performance of all students is regularly reviewed by the PhD faculty. 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. No grade less than B in a core course may be used to satisfy any part of the minimal credit hours required for the doctorate.

Withdrawal from a Course

A student may use the “drop” and “add” options within the first 2 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. 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.”

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 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.

Academic Standing

PhD students must maintain a cumulative B average (3.0) to remain in good academic standing. A deficient grade may be remediated by repeating the course in its entirety and receiving 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 once a year or every other year). Other courses must be repeated no later than the next academic year. No more than *two* courses during the student's program of study may be remediated. Upon completion of the repeated course, the previous grade is deleted from the GPA but remains 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. Failure to meet objectives for clinical training
- c. Requested by student
- d. Scheduled interim progress review indicating unsatisfactory progress or behavior
- e. Removal from probation
- f. 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 #94-06 "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. 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 nonmandatory 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 are expected to 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 3 years (36 months) to complete the doctoral degree. Part-time graduate students must complete their degree requirements **no later than 7 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 1 year prior to the deadline.

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

Official copies of transcripts are available through the GSN Registrar, Terry Malavakis, at 301-295-1055 or terry.malavakis@usuhs.edu. The USU is transitioning to an electronic registration system; however, 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.

GENERAL STUDENT INFORMATION

Student Identification Badges

USU identification (ID) badges must be worn on campus and are required for security clearance to gain access to the Walter Reed National Military Medical Center (WRNMMC)/USU campus. The university ID is essential for the identification of USU graduate students to our campus security forces, and the ID provides access to other areas and special functions. Student IDs will be issued during Orientation Week. If the ID badge is lost or stolen, notify the security office immediately and obtain a replacement.

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.

Learning Resources Center (aka Library)

The Learning Resources Center (LRC) is available to all graduate students at USU. During Orientation Week, or shortly after arriving on campus, you should stop by the front desk at the LRC with your USU ID card. This card serves as both a USU ID and an LRC (Library) card. You may also obtain an account that will permit remote access to the LRC online collection of journals, books, and databases.

The LRC also maintains numerous computers, printers, scanners, etc. available for your use. The LRC is part of a network of medical and scientific libraries throughout the nation and can obtain reprints from most scientific journals. Information regarding the utilization of the LRC and methods for obtaining scientific articles is available at the circulation desk.

Hours of the LRC are: Monday–Thursday 7 am–11 pm, Friday 7 am–7 pm, Saturday 9 am–5 pm, and Sunday 12–11 pm. The hours are posted on the doors of the facility and on the USU LRC web site (<http://www.lrc.usuhs.edu>)

Parking and Mass Transit Program

Availability to parking is limited in the foreseeable future due to an extensive construction project. Parking at USU is restricted to those with hang tags. Part-time students will coordinate with Ms. Jenny Mooe for parking, when available, on scheduled class days. Parking is also available at the

Henry Jackson Foundation (HJF) building located at 6720C Rockledge Drive. A shuttle bus is available to transport students to and from the HJF building and the USU Campus (USU Flagpole). Shuttle buses are available to transport students to and from the Medical Center Metro Station [red line].

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.)

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 disabled individuals and government vehicles only. Other parking options will be discussed at Orientation.

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, called the Comfort Zone, 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. Your USU ID badge should be shown when requesting use of the services facilities. 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.

Graduate Student Council

The Graduate Student Council (GSC) is the voice for and acts on behalf of all USU graduate students to promote communication among graduate students in all programs and to provide services beneficial to the students. The council is led by the GSC president, who is elected by the graduate students. The president is the student representative on the Graduate Education Committee (GEC). Each program or department has a student representative who is selected by the students in that community. All USU graduate students are members of the GSC and are encouraged to attend the bimonthly meetings and to serve as student representatives of their program or on the various GSC or USU committees. Students also serve on university-wide committees. Current services/activities sponsored by the GSC include a website (<http://www.usuhs.mil/graded/gsc>).

Textbooks

Textbooks for **required** courses will be issued to the graduate 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.

Standards of Conduct

When an individual speaks about standards of conduct these days, they are often speaking about one specific subject. However, standards of conduct cover multiple subjects. These standards are the yardsticks by which we are measured as people and professionals, on one hand, but they are also those standards that define us as human beings. This section of the handbook describes several types of standards, all of which play an important role in the world of developing mature scientists. Becoming a scientist is not just learning to become a critical thinker or designing an experiment with the proper controls so you can rely on your results. We live in a world where electronic and personal communications have become a constant reminder of the importance of developing people skills. This notion of people skills not only means how well you explain ideas and concepts or how well you can interact with others but also whether you treat others with the respect and dignity that each person deserves. So herein are some rules and thoughts not only about the meaning of cognitive and noncognitive skills and values people must develop but also about what it means to copy other peoples' ideas or what it means to intimidate or harass others; all these are a part of our standards of conduct.

Violations of academic integrity or ethics will be reviewed by the SPC. A lapse in performance and/or evidence of academic or scientific misconduct may result in a recommendation for suspension, probation, or disenrollment.

Academic Integrity

Satisfactory academic standing is determined both by performance in formal courses and by aspects of academic performance that include skills, attitudes, and attributes judged by the graduate faculty to be important for success as a nurse scientist. These include, but are not necessarily limited to academic and scientific ethics, honesty, integrity, reliability, perception, balanced judgment, personal insight, and the ability to relate to and respect others.

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 doctoral 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.

Plagiarism

Responsible conduct of science and academic integrity concepts also include the respect with which we use other peoples' ideas and concepts. Although the word *plagiarism* has been defined in

various ways, all definitions include a violation of academic integrity and the following constraints on using other investigators' works. A further discussion of the meaning of plagiarism is included in **Appendix A**.

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 nonattribution that is morally binding on all who attend. Without the expressed 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** among 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 engage in innovative thinking when confronted with challenging 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 their ideas. It is expected that officers will debate their viewpoint responsibly, reflecting sound officership, professionalism, and military courtesies.

Personal Interactions with Faculty

Students are expected to interact with faculty in a professional manner and with respect for the academic knowledge and authority of the faculty. 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 associate dean for academic affairs.

Harassment and Discrimination

The USU and the GSN support an environment where the worth and dignity of each student are recognized and respected and where each student has the opportunity to achieve academic success. During the course of their academic and research activities at USU, graduate students must not be the recipients of discriminatory or intimidating actions or behaviors based on sex, race, ethnicity, religion, or sexual orientation. Graduate students should not engage in or be involved in promoting discrimination.

Sexual harassment is defined as any unwelcome sexual advance, which includes any verbal or physical behavior of a sexual nature, and any direct or implied requests for sexual favors. It also

includes any sexually oriented conduct where a student's acceptance or rejection of such behavior affects his or her level of work performance by creating an intimidating, hostile, or offensive work environment. Most sexual harassment incidents are relatively subtle in nature, frequently associated with the abuse of real or perceived power, and are not gender specific.

It is important for anyone who feels that he or she is or has been a victim of discrimination, intimidation, or sexual harassment to inform the person or persons involved that his or her conduct is unwelcome and must stop. If this behavior continues or if a hostile work environment is created, the victim should communicate his/her grievance to the advisor, program director, and/or the associate dean for academic affairs.

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, 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 nonverbal 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 or a live chat room or when communicating via e-mail with professors, other students, or other individuals. Be respectful of the recipient of your message by using academic rank (e.g., Professor or Dr.) or military rank. 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 nonverbal 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 e-mail, 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 (nobody likes to receive junk e-mail).
 - Please do not use "respond to all" for congratulatory messages.
 - Be polite. The message should be respectful and friendly and make the writer seem approachable. Read/rewrite the message several times 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 or colleagues but should not be used when corresponding with people who are merely acquaintances or are not known.
- When corresponding with senior officers or civilian faculty/ instructors, ensure the use of respect and proper military courtesies (i.e., ma’am, sir, respectfully).
- **Do not be a “novelist.”**
 - Keep messages concise and to the point. Some people receive hundreds of e-mail messages a day; the last thing they want to see is a long e-mail.
 - To avoid the annoying “never ending run on” e-mail that does not word-wrap, keep the character limit set at 80 characters per line.
- **Be careful with punctuation !!!:))))).**
 - Do not get caught up in grammar and punctuation, especially excessive punctuation. An example is using a dozen exclamation points at the end of a sentence.
 - DO NOT SHOUT AT PEOPLE with capital letters; use of all capital letters is considered to be very rude.
 - If something is important, emphasize the importance in the text of the message, not in the punctuation.
 - Consider using a *star* on either side of the word you want to stress.
- **Formatting is not everything.**
 - Do not use fancy fonts, colors, backgrounds, etc. Many e-mail clients (and some servers) cannot handle them.
 - Do not use e-mail shorthand like “can U plz send me an application?” What is accepted practice when communicating via Instant Messaging is not OK when communicating with peers, students, etc. via discussion boards, chat rooms, or e-mail.
- **There is no such thing as e-mail “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 e-mail messages.
 - E-mail software can become infected and your e-mail 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 100% hacker-proof.
 - Do not make personal remarks about third parties. E-mail messages can come back to haunt the writer of the e-mail.
 - Do not post personal e-mail 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.**
 - E-mail 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 nonelectronic conversation to clear the air.
 - To prevent being “flamed,” do not:
 - Send an e-mail in all UPPERCASE.
 - 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 e-mail is from.
 - Be careful when “replying to all” and ensure that the reply is meant for the whole list.
 - Delete trivial or irrelevant items in the original e-mail before forwarding.
 - Tell original senders (whenever possible) if forwarding their message to someone else.
 - Try not to send attachments—people are wary of them, because they can contain viruses and they slow down the recipient.
 - Do not send large attachments.
 - Do not send chain letters or “make money fast” messages.
 - Do not conduct arguments in public.
 - Do not send inappropriate e-mail or attachments.
 - Do not mark messages as “urgent” if they are not.
 - Do not expect that all messages will be responded to immediately or after business hours, on weekends or holidays.

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*¹¹

Department of Preventive Medicine

- PhD in Environmental Health Sciences*
- PhD Medical Zoology
- PhD in Public Health

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.

Research Support

USU maintains a special fund to finance doctoral student research. This resource is designed to provide research funds to graduate students in addition to those funds provided by their major advisor. 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 2 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.

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

¹¹ Some degree programs are limited to military students (indicated by *).

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 resummarize 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: Policies and Information

MILITARY COMMAND AND CONTROL

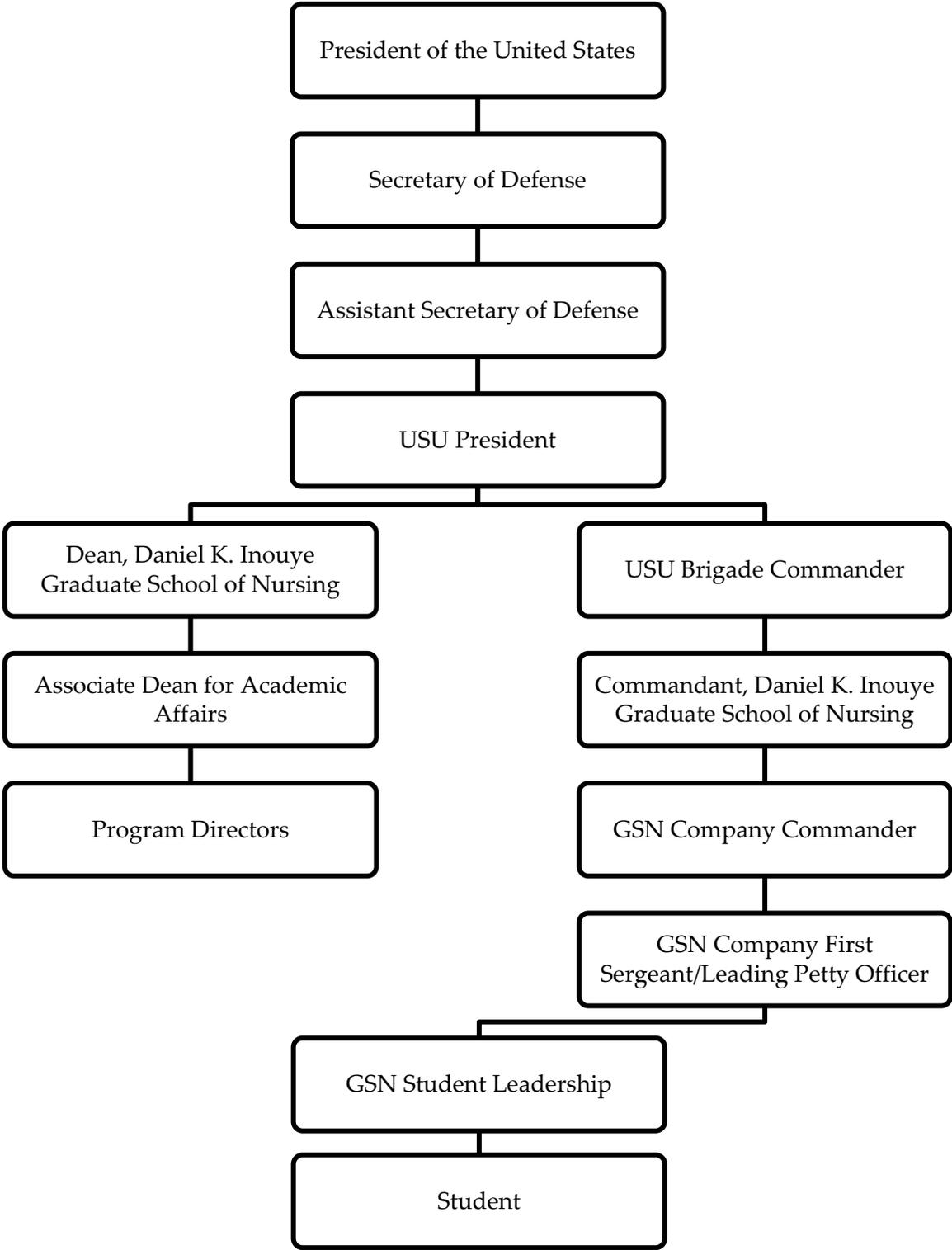
This section of the document applies primarily to our full-time military students as the USU Brigade serves as their appropriate military command. Our part-time military students are responsible to their host unit (Ft. Belvoir, Walter Reed, Portsmouth, etc.) for professional and disciplinary issues.

USU BRIGADE Mission

The USU Brigade (BDE) is the military command of all uniformed Servicemembers, including faculty and staff, and provides support to Servicemembers assigned to the School of Medicine and the Daniel K. Inouye GSN. Numbering over 1000 Navy, Marine, Army, Air Force, and Public Health Service members, the Brigade is a dynamic organization that plays an integral role in the University and its tenant activities in the preparation of health care professionals for military readiness and national disasters. Its mission includes to:

- Support worldwide military medical operations and contingencies
- Ensure the health, welfare, morale, and spiritual support of BDE members
- Support university military field exercises and events
- Provide professional career development for assigned officers and enlisted personnel that enhance competitiveness for promotion, future assignments, and retention in the uniformed services

Chain of Command



Brigade Commander

The brigade commander is ultimately responsible for the accomplishment of the brigade mission. The brigade commander is recognized as the “senior active duty military officer” of the university and implements the Uniformed Code of Military Justice (UCMJ) within the USU brigade. It is the responsibility of the brigade commander to ensure that uniformed personnel assigned to the university adhere to the appropriate service-specific standards set forth by their parent services. In addition, the brigade commander makes certain that the interests of the military members assigned to the university are addressed. 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, or other university programs and divisions must participate in activities and events as they would in any other command of the Uniformed Services. Physical fitness exercises, standards, and testing are adhered to; performance evaluations are completed and rated; and uniformed personnel are trained in the appropriate uniformed programs and customs.

Commandant, Daniel K. Inouye Graduate School of Nursing Assistant Dean of 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, and officer professional development.
- 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.

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 0730–1530 Monday through Friday except holidays. Phone: 301-295-3087.
- ◆ 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. During the clinical rotations in the military treatment facilities, the normal duty uniform will be prescribed by the local commander. During clinical rotations in other than military treatment facilities, the program/clinical director will prescribe the duty uniform.

The following are uniform of the day (UOD) guidelines for USU GSN students, while on station at USU.

Monday–Thursday, each service will wear the following:

- **USA:** ACUs
- **USAF:** ABUs: sleeves may be rolled up, except at brigade formations
- **USN:** NWUs or khakis
- **USPHS:** Cammies or khakis

Every **Friday**, each service will be dressed in the following:

- **USA:** Monday: Class B **USAF:** Monday: service uniform
- **USN:** Monday: khakis **USPHS:** Monday: khakis

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 and commandant's office and appropriate course/clinical coordinator must be notified immediately.
- Students who fail to report for didactic or clinical training will receive counseling from their clinical/course coordinator. Repetitive incidents of tardiness will be referred to the GSN company commander for appropriate disciplinary/administrative action in accordance with GSN company commander policy and precedent on student accountability.
- 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 7 days after the change. The information is used to update the recall roster.

- Students are responsible for checking their **e-mail daily** and mailboxes located in the Student Community Center and the PhD study area in the GSN at least twice weekly and are responsible for knowing and acting on the information contained therein.

UNIFORM CODE OF MILITARY JUSTICE (UCMJ)

The military justice system is one tool used to correct breaches of discipline. The purpose of the system is to protect the rights of both the institution and the individual Service member. The uniformed officer has the responsibility to provide full support to the UCMJ when a breach in discipline occurs; to support the commandant in the application of the military justice system for maintaining order and discipline; to take appropriate action when breaches of discipline occur; and to report all such violations to the proper authorities. Officers should do everything within their power to prevent breaches of discipline from occurring. If all efforts at prevention fail, the next most reasonable step is correction through expressions of disapproval, verbal reprimands, or remedial training. These corrective methods often bring more desirable results than more punitive methods. However, if these minor corrective methods prove unsuccessful, punitive action may be taken. Punitive methods are used, as a last resort, to punish those who repeatedly or seriously violate the standards of conduct required of military Servicemembers. Punishment may be rendered through nonjudicial (Article 15) or judicial means (court martial). Military Servicemembers shall not lie, cheat, steal, or engage in activities that bring discredit upon themselves, their service, and the United States Armed Forces. Issues involving breaches in military conduct will be dealt with by the USU brigade chain of command. Adjudication will be directed through the member's branch of the service. After adjudication, the SPC will be briefed on actions taken. 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. Graduating students must meet height and weight standards and pass the physical fitness test in order to graduate, unless they are exempted from the requirement in writing by a medical authority. 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.

LEAVE, PASS, AND LIBERTY POLICY

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
- 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 your leave form or approve it through LeaveWeb (Air Force) and NSIPS (Navy) and forward to the MILPO. The 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 e-mail 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 immediately at 301-295-9651 during duty hours or via cell number on recall roster 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 or 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 the leave period.
- Leave during scheduled class time or clinical rotation time must have the approval of 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 in accordance with GSN company commander’s 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- to 4-day holiday weekends. Passes must include 2 days of the weekend (Saturday and Sunday) 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. Pass/liberty cannot occur concurrently with 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. Extension of a pass/liberty may necessitate the entire absence be converted to leave. If the pass/liberty privilege is abused, students -will be subject to disciplinary action.

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 and know the due dates for all requirements and take action before they expire. Students will present a copy of their medical readiness screen with their request for leave, pass, or liberty. Request for leave, pass, or liberty 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. Do not allow any aspect of your medical readiness to expire.

ACADEMIC EVALUATION REPORTS/TRAINING REPORTS/ FITNESS REPORTS

Academic/fitness reports are submitted to each service annually. A brief narrative noting academic progress, military performance, and essential identifying information (rank, SSN, etc.) will be forwarded to the Military Personnel Office (MPO). Students will be required to submit input to the commandant and their program director for this report.

Off-Duty Employment

The GSN military 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. The DOD Directive 5500.7-R, the Standards of Conduct Regulation, prohibits off-duty employment while attending USU.

Off-duty employment is defined as any non-federal government activity that involves compensation, relates to the Servicemember's military duty (to include attendance in a regular course of study at other educational institutions), or significantly impacts on the student's time. Any questions as to whether a particular activity falls within this directive should be addressed to the brigade legal officer.

Off-Duty Activities

- Attendance in a regular course of study at other educational institutions is prohibited while a student at USU (exceptions for PhD students who are directed to other institutions by their advisor and/or program director). Courses that are completed in a relatively short time are exempt from DOD Directive 5500.7. If a student is in academic jeopardy, off-duty education will not be approved.
- While the university encourages students to volunteer in the local community, their activities must not interfere with program requirements.
- Any activity deemed to be an outside activity for the purpose of DOD Directive 5500.7-R 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 compensation and long term study will not be approved.
- The process for seeking approval of outside activities is as follows: The student will obtain a USU Form 1004, Request for Approval of Outside Activity, from the commandant. The completed form will be staffed through the chain of command. The request will be reviewed by the brigade legal officer to ensure compliance with the joint ethics regulation. The brigade commander will take final approval action. Point of contact for these concerns/issues is the brigade general counsel.

STUDENT AFFAIRS

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 identify, 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.

STUDENT ORGANIZATIONS

The following are guidelines for the GSN student organizations and class officers:

- **President:** Senior ranking officer. Acts as the advocate for the GSN student class as a whole and serves as a voting member of the Student Advisory Council (SAC).
- **Vice President:** Second highest ranking class officer. 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 SAC.
- **Secretary:** The secretary will document business meeting minutes that will be forwarded to the president, and maintain a binder with GSN PhD SAC documents. Anonymity of students and faculty must be maintained in the minutes. After minutes of a meeting are approved, the secretary will forward a copy to the GSN PhD SAC, commandant GSN, program director, and dean. The secretary is responsible for retaining records (electronic and hard copy) of results of all PhD SAC elections
- **Vacant Positions:** If any elected officer 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, with the exception of the office of president/vice president, 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, he/she must first officially resign their current position. This will create another vacant position to be filled during the election. An individual may run for only 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.

GSN Committees

Students are appointed by the dean to several GSN committees and should use this opportunity to communicate with other GSN members and share information with other students.

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: <https://www.usuhs.edu/brigade/chaplain>.

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:

- CADUSUHS Yearbook Committee
- Student Spouses' Club
- Dining-In Committee
- Dermatone Acapella Singing Group

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.

DERMATONES: The Dermatones is an acapella singing group consisting of both men and women 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 Dermatones meet weekly for practice and enjoyment.

Students are encouraged to participate in the community health-based volunteer opportunities. Students are encouraged to attend state and local professional meetings after approval by their program director and commandant.

Student Expenses

- USU Local Travel Reimbursement Policy: Travelers are authorized reimbursement for local transportation expenses when approved by their designated approving officials. Travel must be outside the boundaries of the established Permanent Duty Station (PDS). The installation commander may determine the boundaries of the PDS as long as it is not an arbitrary mileage radius.
- Title 10, Section 1089, United States Code, addresses student liability while functioning in an official government capacity.
- Membership in professional organizations is encouraged. Organizations of interest to advanced practice nurses include the Uniformed Nurse Practitioner Association, National Association of Clinical Nurse Specialists, Association of Perioperative Nurses, and the American Association of Nurse Anesthetists; membership fee is the responsibility of the student. Membership in the Council for the Advancement of Nursing Science is encouraged for PhD students (\$25/year student rate).
- The fee for certification examinations and review courses will be the responsibility of the student and 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. Once issued, no changes can be made in travel arrangements (e.g., changing an airline flight) without prior approval from the program specialist. 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 that are not paid when due will be counseled in writing. Delaying payment while awaiting TDY/TAD settlement payments is NOT authorized.

BUILDING SECURITY

- *Security/ Access/ Badges*

USU buildings are open 0600–1900 hours, Monday through Friday. All other times, USU buildings are secured. Building access during those secured hours is permitted only at the Security Guard Office, Room G-192, on ground level of Building B. Identification badges are required at USU and must be worn on the right front pocket or shoulder area and visible at all times.

- *Parking Permits*

All USU members must register passenger vehicles and motorcycles in the security office, basement level Building A, Room UP001 (301-295-3033). Car pool spaces are available. 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.

ADVERSE WEATHER

- USU personnel may obtain information regarding the operational status of the university as indicated below:
 - Emergency conditions before the workday begins are posted on the USUHS home page at <http://www.usuhs.edu>.
 - 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 government closed,” students will check GroupWise e-mail account for a message detailing instructions on class schedule changes/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.
 - During times of inclement weather, students may wear ABUs/ACUs instead of the prescribed uniform. Inclement weather is communicated as: USUHS is operating under a DELAYED ARRIVAL/UNSCHEDULED LEAVE policy.

ADMINISTRATIVE DETAILS

- The GSN phone number is 301-295-9004 and fax number is 301-295-1707. Lines will be used for OFFICIAL BUSINESS OR EMERGENCIES ONLY. Students WILL NOT receive personal faxes or calls or provide this number to anyone for PERSONAL BUSINESS (e.g., loan companies, local merchants, mail order firms, etc.).

- Students may use the USU telephones centrally located in each building or in the Student Community Center at 301-295-9701/3015 for local and on-post dialing. Incoming calls to this number are limited to 3 to 5 minutes.
- See Enclosure (1) for Student Telephone Directory.

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 <https://www.usuhs.edu/fam/ufhc>

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 the company commander and leading petty officer 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 company commander’s office 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/commandant via cellphone. These guidelines apply to students on official TDY/TAD travel as well.
- Students requiring surgery must submit a request through their chain of command.
- Students are to review the program’s policy on pregnancy.

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.

FACULTY/UNIVERSITY RESOURCES

Faculty Availability

- Faculty are available by appointment
- Responses to student questions/concerns/e-mails will be responded to within:
 - 24–48 hours during the week

- 72–96 hours on the weekends/holidays

GSN Policies

- Policies are posted on **Uniformed Services University iLearning Management System** under the student lounge tab:
 - Student Promotions Committee (SPC); Grading & Examination; Faculty Student Joint Authorship; GSN Student Travel

LEARNING RESOURCE CENTER

The 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 has numerous software programs and e-mail access available for student use. Computer classes/assistance is provided for most current application programs. For hours of operation and communication information, see <https://er.lrc.usuhs.edu>.

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

INSTITUTIONAL REVIEW BOARD PROCESS (IRB):

- <https://www.usuhs.edu/research/hrppo/>
- <https://www.usuhs.edu/research/hrppo/stepshrppo>
- <https://www.usuhs.edu/research/hrppo/chartshrppo>
- <https://www.usuhs.edu/research/hrppo/hrpcerthrppo>
- <https://about.citiprogram.org/en/homepage/>
- <https://www.hhs.gov/ohrp/>
- <https://sites.google.com/a/usuhs.edu/iacuc/?pli=1>
- <https://sites.google.com/a/usuhs.edu/iacuc/links-training-resources>
- <https://sites.google.com/a/usuhs.edu/iacuc/personnel-approval>
- <https://sites.google.com/a/usuhs.edu/iacuc/forms>

Multidisciplinary Lab (MDL)

<http://www.usuhs.edu/mdl/aboutmdl.html>

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 Program	295-1147
Perioperative, Clinical Nurse Specialist Program	295-1220
Nurse Anesthesia Program	295-0979
Psychiatric Mental Health NP Program	295-1760
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