

UNIFORMED SERVICES
UNIVERSITY

2018 REPORT





MOTON

U.S. ARMY

GUTIERREZ



LAWRENCE

A man in military camouflage gear is standing in front of a brick building. The image is partially obscured by a large, vertical, white text overlay that reads "TABLE OF CONTENTS".

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Since USU's founding in 1972, the University has produced more than 9,000 physicians, graduate nurses, scientists, advanced practice dentists, clinical psychologists, health policymakers, and health professions educators. We have offered our enlisted service members incredible opportunities for career advancement through the College of Allied Health Sciences and the Enlisted to Medical Degree Preparatory Program.

USU fulfills a national need and our alumni are a key requirement for medical readiness. For nearly four decades, USU alumni have served in every conflict on every continent. Our graduates serve at all levels within military medicine – from staff to program/service directors, to military treatment facility commanders to Combatant Command surgeons. Many of them are back here on campus teaching the next generation of military healthcare providers. Let me give you just a

couple of facts: 40 percent of all Army Medical Specialty Consultants to the Surgeon General are USU alumni, 31 percent of all Army GME program directors are USU alumni, and 29 percent of all Navy GME program directors are USU alumni. Thirty-eight USU alumni have been selected for flag/general officer, including four Surgeons General, and numerous Deputy Surgeons General, Chief Nurse Officers and Chief Medical Officers.

We now have two astronauts – one of them, Drew Morgan, will serve aboard the International Space Station.

USU's research program has also made significant contributions to the Department of Defense and the country since our founding. Our research has resulted in 682 life-saving patents, including a therapy to help prevent a serious lung disease caused by respiratory syncytial virus (RSV) in children at high risk, vaccines for the prevention of pneumococcal and meningococcal diseases, diagnostic tests for the presence of Shigatoxin, and a treatment for Nipah and Hendra virus infections, given to Government of Queensland Australia and Government of India for compassionate use to save lives. We've developed hemostatic bandages, radiation countermeasures, a monoclonal antibody for the diagnosis of prostate cancer, and vaccines for the prevention of recurrence of breast cancer.

The late Congressman F. Edward Hébert, whose vision it was to establish USU, said that when he passed away, what he wanted to be remembered for -- more than any other aspect of his political career -- was this university. Mr. Hébert can be proud of his legacy and USU's outstanding contributions to the Department of Defense and to the Nation.

Richard W. Thomas, MD, DDS, FACS
President, USU





There is no other medical school quite like the F. Edward Hébert School of Medicine at USU, but what sets us apart isn't only our unique curriculum, tuition-free education, outstanding faculty, and world-class research. It is the commitment at the heart of every one of our students, faculty, and staff to serve something greater than ourselves, which truly defines who we are.

Among the 141 accredited allopathic medical schools in the United States, only the School of Medicine at USU can rightfully claim the title, "America's Medical School." Named for Louisiana Congressman who championed its creation, the F. Edward Hébert School of Medicine was established in 1972 to ensure that the Army, Navy, Air Force, and U.S. Public Health Service would have a steady supply of physician-leaders to provide the backbone for their medical corps.

Since our first graduating class of just 29 students to the now more than 7,200 USU medical school alumni, our graduates are not simply doctors or researchers or scholars; leaders, innovators, and public servants committed to a mission far greater than themselves. They serve in vital capacities of biomedicine, and many hold key leadership positions critical to the successful operation of the military and public health systems. The roles of our graduates are diverse and far reaching, including heading terrorism and emergency response teams, serving in the White House Presidential medical detail, commanding major Military Treatment Facilities, and conducting vital research across all disciplines of medicine.

“USU’s graduate students, as well as our post-doctoral trainees, learn from, work with and assist USU faculty members who are generating the high-impact science that advances military medicine and promotes global health security.”

— *Dr. Arthur Kellermann*
Dean, F. Edward Hébert
School of Medicine



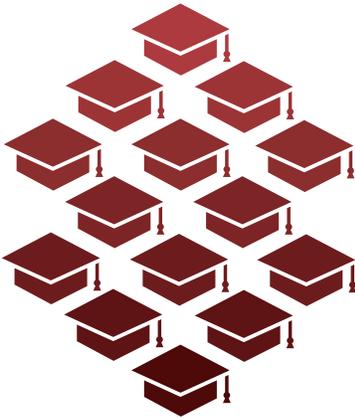
Graduate Studies Program

The Graduate Programs in Biomedical Sciences and Public Health, open to civilian and military applicants, are committed to excellence in the didactic and research education of masters and doctoral degree students. The goal of our Graduate Education programs is to educate academic professionals who have a desire to pursue careers supporting the nation through service in government or public sectors. Civilian students are educated alongside those in uniform, but without any commitment of payback.

“USU’s graduate students, as well as our post-doctoral trainees, learn from, work with and assist USU faculty members who are generating the high impact science that advances military medicine and promotes global health security.”

— Dr. Arthur Kellermann

Places PhD graduates are/have been employed:



National Institutes of Health

Food and Drug Administration

Centers for Disease Control and Prevention

U.S. Department of Agriculture

Pentagon

U.S. Patent Office

Indian Health Service

Enlisted to Medical Degree Preparatory Program

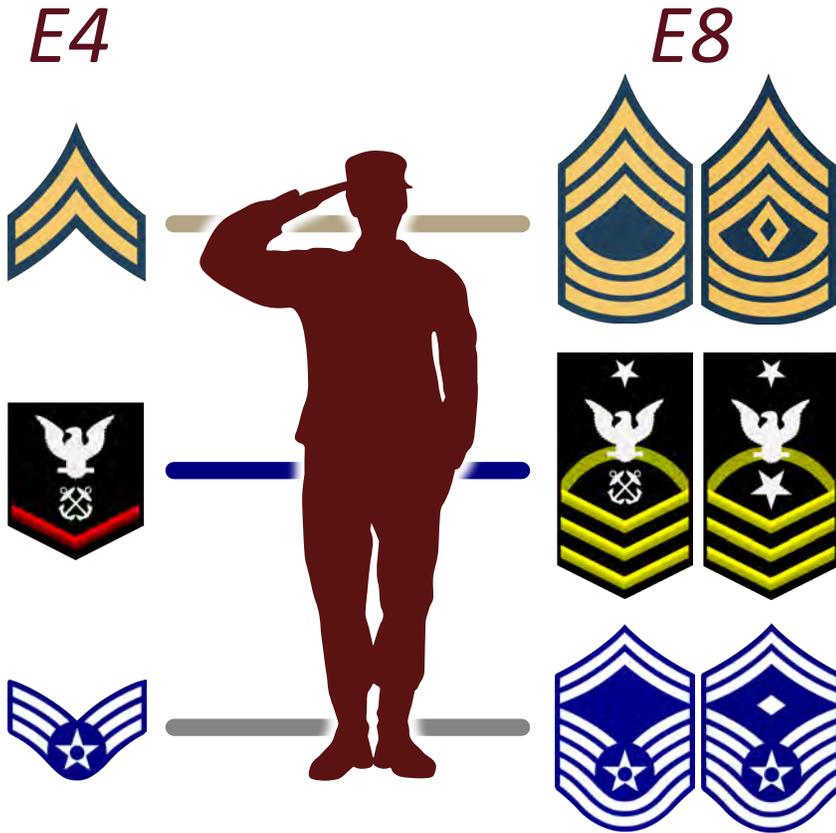
The Enlisted to Medical Degree Preparatory Program (EMDP2) program is a two-year, full-time education program for enlisted members of the military interested in careers as uniformed physicians. Selectees are assigned to USU and placed in a supportive academic setting for two years as they complete the necessary coursework at George Mason University, Prince William Campus, Va., to qualify for medical school. It directly supports the Department of Defense’s (DoD) strategy to cultivate the workforce talent essential for success, supports DoD’s strategic goal to optimize the health and well-being of military beneficiaries by providing consistent, patient-centered care, as well as USU’s strategic objective to increase matriculation from among enlisted service members as a significant initiative for medical student diversity.



Medical Doctor Degree Program

The MD program strives to instill an appreciation for the importance of scientific inquiry and the necessity for life-long learning, discovery, and self-improvement. It focuses on the theme of “Molecules to Military Medicine” and incorporates four conceptual pillars: integration of basic and clinical sciences throughout the entire four-year curriculum, early patient contact, adaptability to unique learning styles, and the incorporation of advanced educational technologies. Rather than a discipline or course-based curriculum, USU has an integrated, system-based program that allows for medical science to be learned and applied in a clinical context. As a result, students begin interacting with and learning to care for patients within their first year of medical school while studying and mastering those aspects of the basic sciences that represent the foundation of all medical education.

EMDP2 Program Quick Facts



The average incoming student is 29 years old

E4 - E8 average rank of incoming students



79% of incoming students are married



50.2% of students have a history of deployment

Student Research

In the School of Medicine, the primary research program for students occurs within the Capstone Project — a planned elective that mainly takes place in the post-clerkship period where students are encouraged to develop their own areas of inquiry within a wide variety of opportunities during the 12 elective blocks available in that time period. This experience provides a three-month opportunity to concentrate in an area of their interest with a faculty mentor, allowing them to acquire advanced knowledge and skills. Currently, this is an optional experience, though more than half of recent students embrace these opportunities. Ongoing and planned projects include four broad areas of:

LABORATORY RESEARCH

This may include, but is not limited to, cell and molecular biology research on disease pathogenesis and mechanisms of injury and repair, physiologic modeling, and can take place at many different locations affiliated with USU.

CLINICAL RESEARCH

Much of this work is done through USU's centers, which may include literature reviews and meta-analysis, case series, database studies, as well as hands-on involvement in studies and prospective clinical trials.

EDUCATION RESEARCH

We have educators in every department who are dedicated to working to evolve and improve our curriculum, developing modern anatomic teaching resources, and acquiring and applying education tools and leadership skills for our students' future careers.

MILITARY AND GLOBAL HEALTH PROJECTS

These projects may be part of our military leadership training program, or our highly relevant DoD trauma and emergency medicine research. Recent projects have included the study of field training, and teaching lay personnel to use tourniquets. They've also involved the study of the global impact of HIV, and study malaria and other critical infectious diseases at the DoD's network of overseas laboratories. Students can also pursue electives through cultural exchange programs with our partners in Israel, India, Mexico, and the Philippines.



STOP THE BLEED[®]



USU's National Center for Disaster Medicine and Public Health (NCDMPH) is at the forefront of the nationwide Stop the Bleed (STB) campaign – an effort launched by the White House in 2015 to translate lifesaving battlefield trauma lessons to the public. USU researchers have published several studies looking at the layperson's ability to apply tourniquets and measuring which techniques are most effective for teaching the public how to apply tourniquets.

USU researchers, led by Dr. Craig Goolsby, science director for NCDMPH and vice chair for Education in the Department of Military and Emergency Medicine, found the layperson will know how to "Stop the Bleed" about 50 percent of the time with "just-in-time" training, learning on the spot. Combined with 15 minutes of web-based training, the success rate for applying tourniquets rises to 75 percent.

USU has also equipped the campus with multiple Stop the Bleed kits throughout each floor on campus, which include tourniquets, instructions on how to apply them, and other lifesaving tools needed in an emergency. In November 2018, in recognition of these efforts to lead this campaign, Sen. Chris Van Hollen (D-Md.) entered a statement into the Congressional Record, designating USU as the first ever "National Stop the Bleed Campus."

In addition, NCDMPH developed a mobile "Stop the Bleed" app to educate the public on how to stop severe blood loss, and to use as a reference in case of a traumatic event that results in life-threatening bleeding.



GUNPOWDER



A reliable team can mean the difference between life and death in a crisis situation. It takes effective leadership under pressure to navigate a team to success, and in austere, resource-constrained environments, only trained health care teams can provide the efficient and accurate care necessary for survival. One way USU prepares its students for success in these environments is through the [Gunpowder exercise](#), hosted by USU's Department

of Military and Emergency Medicine, in collaboration with the Maryland National Guard. The medical field practicum is unlike any other training exercise at medical schools across the country, and exposes third-year USU medical students to the many different challenges they may experience in future conflicts. Students learn about group dynamics, and how stress will affect their ability to provide care.



[Gunpowder](#) underwent a full redesign, uniquely supported by Special Forces elements, and fielded for the first time in March 2018. The curriculum emphasizes military medical practice, leadership, and emergency medicine, and is divided into several threads that concentrate on providing performance optimization, operational medical care, leadership and development, and pre-hospital trauma life support.

“Gunpowder was a great exercise... It is a unique view that we, as clinicians, may not be able to experience [in the] real world.”

— Air Force 2nd Lt. Ryan Rhie, SOM class of 2019





USU

Uniformed Services University

GRADUATE NURSING

Daniel K. Inouye Graduate School of Nursing

2018 was a productive and successful year for USU's Daniel K. Inouye Graduate School of Nursing (GSN). The GSN provides the nation with the highest quality advanced practice nurse clinicians, scientists, scholars and leaders dedicated to federal health service who are ready to serve our country. We believe that our alumni will innovate nursing practice and science, transforming military and federal health.

The strategic priority for USU is readiness. The GSN actualizes its readiness mission through the pillars of education and training, research and scholarship, and leadership and service. Through these pillars, we produce expert nursing leaders to support future federal missions.

Specifically, the GSN has established a partnership with the University of Pennsylvania School of Nursing for participation in a multidisciplinary chronic pain course for GSN Anesthesia students and University of Pennsylvania faculty, and has allowed students to achieve a greater understanding of abstract topics and concepts through the Adult Gerontological Clinical Nurse Specialist's (AG-CNS) partnership with various industry champions. This partnership gives students access to augmented and virtual reality technology in the planning and design process of surgical suite construction. These abstract topics and concepts are taught by rendering hard-to-imagine objects into 3D models that enable effective communication and collaboration in support of decision-making in facility design.

“I am very proud of the excellence and achievements of the GSN faculty... They bring a combined level of expertise about military science and nursing that gives our students the advantage of preparation in not only nursing scholarship and science, but equally important, in military nursing leadership and preparation to transform the Military Health System.”

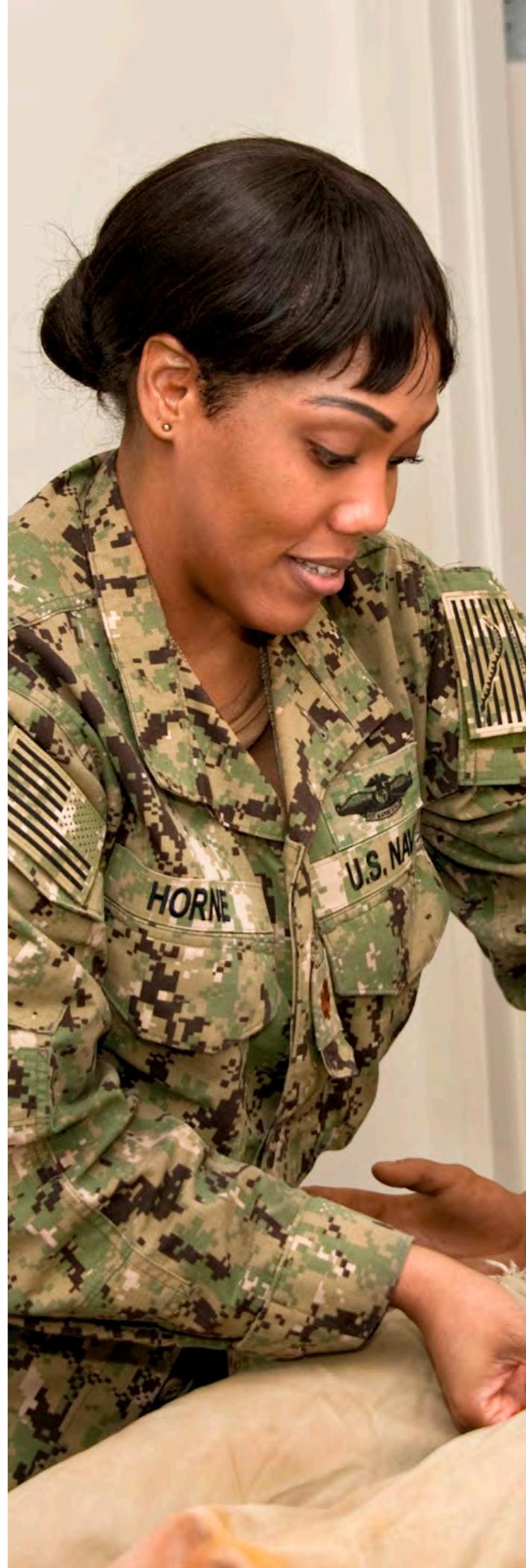
— *Dr. Carol Romano*
Dean, Daniel K. Inouye
Graduate School of Nursing



Education & Training

The Advanced Practice Registered Nurse (APRN) program (MSN and DNP) submitted a Self Study Report to the Commission on Collegiate Nursing Education (CCNE) and hosted a successful re-accreditation site visit.

The Doctor of Philosophy in Nursing Science program successfully completed an external programmatic review. Opportunities for innovation and growth in the program and school are being reviewed and implemented.





NICAL

DUNKENTELL

U.S. NAVY

Psychiatric Mental Health Nurse Practitioner Program



Mental health providers play a critical role in military operations, supporting service members who have been exposed to stressful or traumatic events, and providing skills to build unit resilience and reduce stress — ultimately preserving readiness. The GSN's Psychiatric Mental Health Nurse Practitioner program has been collaborating with the SOM's Clinical Psychology degree program to ensure students are able to provide that clinical support. As part of each program's curriculum, students have an opportunity to participate in Operation Bushmaster. PMHNP students gain realistic practice in a simulated deployment environment, enhancing their skill set.

“As future leaders and providers in mental health, Bushmaster gave us a glimpse into our deployed role that would be impossible in any other educational setting. Not only did it help prepare us for future clinical care, but it also gave us an opportunity to educate other students on the importance of supporting our troops’ mental health and morale needs downrange.”

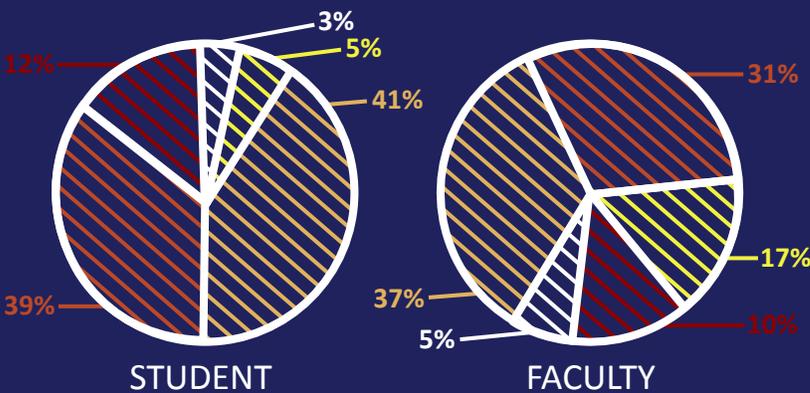
— Air Force Capt. Michelle Binder, a PMHNP student who participated in Bushmaster in 2018

2018 NURSING BY THE NUMBERS

100% OF CLINICAL GRADUATES SUCCESSFULLY EARNED ADVANCED PRACTICE CERTIFICATION



179 Full Time Students



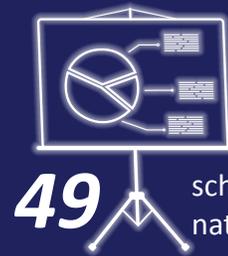
- AG-CNS
- FNP/WHNP
- PhD
- PMHNP
- CRNA

59 Dedicated Faculty Members

889 GSN Alumni (849 APRN/40 PhD)

Faculty Service to the Professional Community

Editorial Boards: 7
Peer Reviewers: 14
Fellows: 12



GSN Faculty presented 49 scholarly presentations at local, national and international venues.



GSN Faculty produced 34 publications submitted to 'peer reviewed' journals.

Our Unique Mission: **OPERATIONAL READINESS**

84 USU personnel trained

- Dive Medicine-65
- Mountain-14
- Cold-5

348 Total trained in this program enterprise-wide



The Jonas Center awarded four Jonas Veteran's Healthcare grants to support nursing students.



GSN research portfolio has 22 active programs of research funded in excess of \$5.3 million.



USU's Postgraduate Dental College celebrated a successful 2018 full of growth and exemplified excellence. The PDC is charged with educating graduate dentists as future leaders in military operational environments, federal health systems and university settings. In a dynamic educational environment, the PDC prepares graduate dentists to provide care, teach and conduct research for the uniformed services and federal health care system during peace, disasters, war and other contingencies.

Instruction in Master of Science in Oral Biology-granting residencies is provided by the PDC under the leadership of deans, department chairs, and program directors. These residencies are provided at seven locations in 19 programs, comprising seven different disciplines of dentistry. While each location is unique, they all combine education, research, and dynamic residency opportunities to cultivate excellent clinicians ready to serve a mobile force – at home and abroad, in war and peace.

In 2018, the PDC won awards in leadership, bringing meaningful growth to our faculty of more than 350, and awarded Master of Science in Oral Biology degrees to 78 graduates. The PDC also engaged in humanitarian efforts to provide dental service to communities in need and worked to further research in oral biology.

“The incredible success of our program graduates is the direct result of the dedication and expertise of our world-class faculty ... leaders as officer role models for their Service and dental education leaders in their respective specialties.”

— *Dr. Thomas Schneid*
Executive Dean,
Postgraduate Dental College



Degrees, Awards & Achievements



2018 Graduating Class, Army Postgraduate Dental School, Comprehensive Dentistry Program, Schofield Barracks, Hawaii. Left to Right- Maj. Aaron Amano, Capt. Wendy Foster, Maj. Donald Ogbuehi, Capt. Samuel Tanner



Air Force Lt. Col. Tenisha Nelson-Hodges awarded her MS in Oral Biology diploma by PDC Executive Dean, Dr. Thomas Schneid, at the Air Force Postgraduate Dental School, Joint Base San Antonio-Lackland, Texas, graduation ceremony.



Dr. Rodney Phoenix (right), PDC's associate dean for Dental Research, was awarded the 2018 Major General Bill B. Lefler Federal Services award, presented annually to the federal services prosthodontist who exemplifies excellence in leadership, patient care, mentorship, and service. He received his award from Dr. Robert M. Taft (left) at the annual scientific session of the American College of Prosthodontists in October 2018.



Lt. Col. Nicholas DuVall, Advanced Education in General Dentistry 1-Year (AEGD-1) program director; Dr. Thomas Schneid, PDC Executive Dean, Capt. Jonathan Tankersly, graduate; Col. Michael Suhler, 96th Dental Squadron commander at the graduation ceremony for the Air Force Certificate Program at Eglin Air Force Base, Fla.

*In **2018**,
the PDC awarded:*

78  **Graduates**

***Masters of Science in
Oral Biology degrees***

*Since its founding in **2010**, the
PDC has awarded a total of:*

395  **MS Degrees**

Publications

PDC faculty and residents published 50 manuscripts and 27 abstracts in FY 2018. Of note, the Endodontics Residency at the Air Force Postgraduate Dental School, JBASA-Lackland, TX has been studying a digital application to improve the efficiency and predictability for outcomes of endodontic apical surgery. The application is called Targeted Endodontic Microsurgery and a paper highlighting this technology appeared on the cover of the April 2018 edition of the *Journal of Endodontics*.



Military Contingency Medicine (MCM)

Naval Postgraduate Dental School (NPDS) faculty and residents provided lectures and laboratory training to 200 of USU’s School of Medicine and Graduate School of Nursing students during the Military Contingency Medicine (MCM) course. The objective was to familiarize future non-dental health professionals with common dental emergencies that may be encountered in the deployed setting, along with basic diagnosis and management. For the first time, PDC faculty and residents from the Navy and

Air Force 1-year General Dentistry Certificate programs jointly participated in MCM’s Medical Field Practicum 101, or MFP 101, for USU’s first-year medical students. The dental residents were assigned to platoons with the medical students, and field medical and expeditious skills were taught in a joint environment.



2018 Federal Services Dental Educators’ Workshop

The 2018 Federal Services Dental Educators’ Workshop was held at USU from April 16-18, bringing together more than 100 military dental educators. The workshop focused on research, faculty development, collaborations, and the integration of USU opportunities into PDC teaching programs.



Humanitarian Efforts

Several PDC graduates, students and faculty supported humanitarian missions around the globe in 2018, from Honduras to Jamaica, Puerto Rico to Savannah, Georgia. Among these efforts, Lt. Col. Joanna McPherson, a 2014 PDC graduate, led a dental team from Barksdale Air Force Base, joining 10 Panamanian dentists and five U.S. Army dental personnel where they provided dental care to Panamanian communities in support of the New Horizons 2018 humanitarian joint training mission. Faculty and four Master of Science students from the Comprehensive Dentistry residency, at Keesler Air Force Base, traveled to Jamaica and provided humanitarian dental care for more than 500 patients with urgent needs.



The director, deputy director, and three Oral and Maxillofacial Surgery faculty from the Langley and Eglin AEGD-1 (Advanced Education in General Dentistry) programs accompanied 14 residents on a humanitarian mission as part of Operation Empower Health – Innovative Readiness Training (IRT). This was a joint operation with the Georgia Air National Guard in Savannah, Georgia, in May 2018.

The 2019 Class of AEGD U.S. Air Force dentists also provided dental care to the local population of the impoverished innermost portion of Kingston, Jamaica, in early November 2018. The Air Force residents, along with a member of the AEGD teaching staff, and a volunteer Air Force dental technician, teamed with a civilian service organization to provide urgent dental services to more than 500 Jamaicans over a four-day period. The team not only provided surgical services, but also provided much-needed restorative care. The local organizer complimented the team on their “diligence, consummate professionalism, kindness and excellent care.”





USU

Uniformed Services University

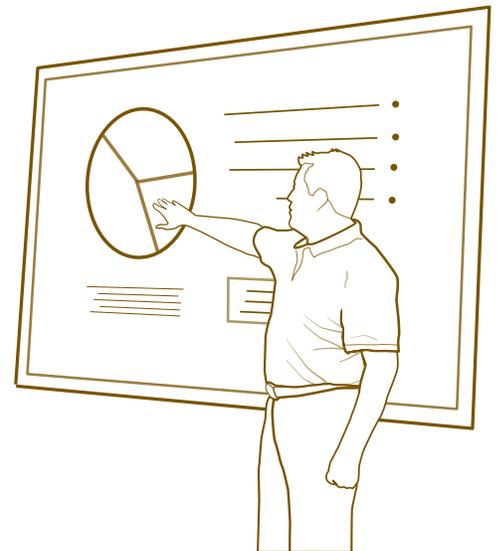
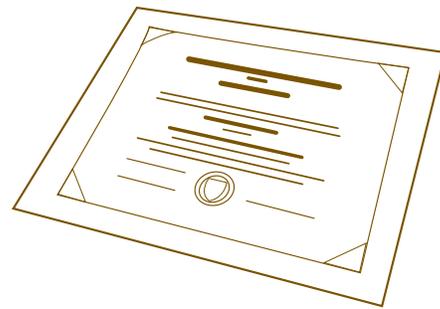
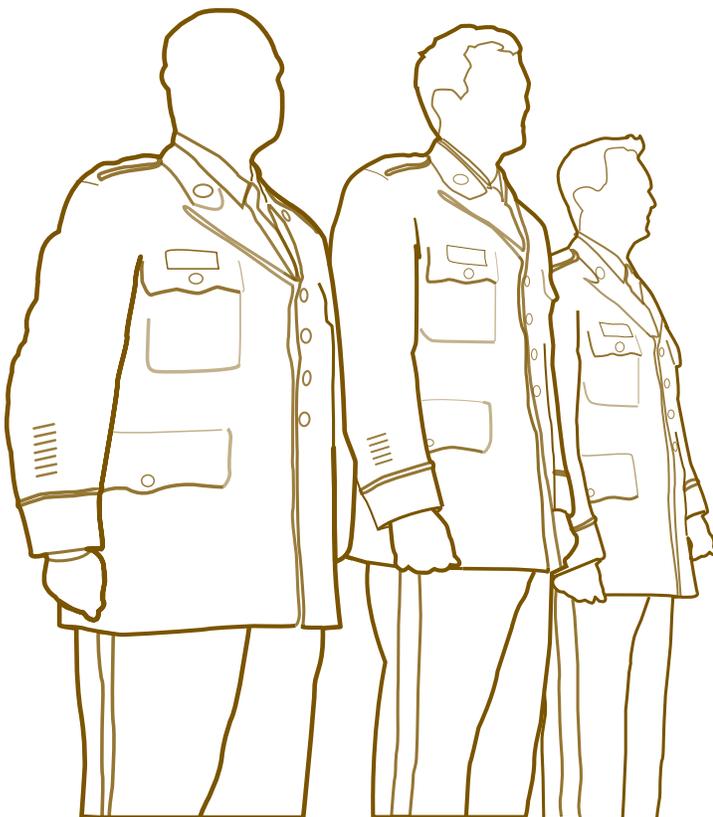
ALLIED HEALTH

College of Allied Health Sciences

In 2018, USU's College of Allied Health Sciences (CAHS) served a growing number of students, with more than 550 enrolled throughout the college's four programs. CAHS faculty had a big year as well, celebrating the submission of a jointly authored article by Dr. Lula Pelayo, associate dean of Graduate Studies, Dr. Mitchell Seal, Dean of the CAHS, and Dr. Richard Orona. Drs. Pelayo and Seal also collaborated to present various work on evidence-based education and how it can increase readiness for students. Dr. Pelayo was also named a Fellow of the American Academy of Nursing (FAAN). This prestigious distinction is held by about 2,400 nursing leaders (less than 0.1% of the nursing community) representing educational administrators, elected officials, government political appointees, hospital executives, and researchers.

“I was honored to earn my first, but not last, degree from USU. I am even more excited for all the service members who will be following me in this program to be able to earn their degrees from USU.”

— *Army Staff Sgt. Robert Eccles
Program Instructor at METC and
first graduate of USU's College of
Allied Health Sciences in 2017*



USU's Armed Forces Radiobiology Research Institute (AFRRI) conducts gap-driven research, education, and operational support to improve survival and long-term health of Department of Defense (DoD) personnel in the event of a nuclear incident or in response to working in a radiologically-contaminated environment. AFRRI also aims to engage the evolving military operational environment, and respond creatively from a position of deep scientific understanding, while working in coalitions to tackle problems beyond their own facilities and expertise.

The Military Medical Operations (MMO) Team has also been updating their Medical Effects of Ionizing Radiation (MEIR) course, re-focusing and re-aligning the course to a more dynamic

scenario based on medical management of radiological casualties through virtual media, or tabletop and field exercises. The MEIR course also reflects renewed focus on operational considerations in a contaminated environment or after a nuclear detonation, consistent with the evolving threat picture as described in the 2018 Nuclear Posture Review. They are creating Knowledge, Skills, and Abilities (KSAs) that are specific for first responders, medical operations, and commanders, and for radiation medical experts involved in hospital-based medical care.

The MMO Team taught 21 MEIR courses worldwide in 2018.

Continental U.S. locations:

- Fort Benning, Georgia
- Naval Aerospace Medical Institute, Pensacola, Florida
- DTRA & US Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, Virginia
- AFRRI/USU, Bethesda, Maryland
- White Sands, New Mexico
- Naval Medical Center, San Diego, California
- Joint Base Lewis-McChord/Madigan Army Medical Center, Tacoma, Washington
- Naval Branch Health Clinic, Portsmouth, New Hampshire
- Navy Environmental and Preventive Medicine Unit-Two, Norfolk, Virginia
- U.S. Army Public Health Center, Aberdeen Proving Ground, Maryland
- Lyster Army Health Clinic, Fort Rucker, Alabama
- Kings Bay Naval Base/Navy Region Southeast, Kings Bay, Georgia
- Naval Undersea Medical Institute, Groton, Connecticut

Outside Continental U.S. locations:

- Kunsan Air Base, Gunsan, South Korea
- Osan Air Base, Pyeongtaek, South Korea
- Camp Humphreys, South Korea
- Tripler Army Medical Center, Honolulu, Hawaii
- U.S. Naval Hospital Okinawa, Okinawa, Japan
- Camp Zama, Zama and Sagami-hara, Kanagawa Prefecture, Honshu, Japan
- Joint Base Elmendorf-Richardson, Anchorage, Alaska
- Ramstein Air Base, Ramstein-Miesenbach, Germany



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