

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

**Meeting No. 138
February 27, 2002**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 27, 2002, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. Notice of the meeting date and agenda was published in the Federal Register and each Regent was duly notified prior to the meeting. Everett Alvarez, Jr., J.D., Chair, called the meeting to order at 1:00 p.m. The following members and advisors were in attendance:

Board Members

Robert E. Anderson, M.D., Vice Chair
Lonnie R. Bristow, M.D., Member
John E. Connolly, M.D., Member
James A. Zimble, M.D., President, USU
RADM Kenneth P. Moritsugu, Acting Surgeon General of the United States
RADM Donald C. Arthur, representing the Surgeon General, U.S. Navy
COL William E. Duncan, representing the Surgeon General, U.S. Army
Col Jay D. Sprenger, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Val G. Hemming, M.D., Dean, School of Medicine, USU
Faye G. Abdellah, Ed.D., Sc.D., RN, Dean, Graduate School of Nursing, USU
Brig Gen Barbara Brannon, Commander, Malcolm Grow Medical Center
COL Johnie S. Tillman, Commander, Defense Medical Readiness Training Institute
CAPT Richard T. Sizemore, III, representing the Commander, National Naval Medical Center

AWARD PRESENTATIONS

Dr. Bristow, Immediate Past-Chair, and Dr. Zimble presented the University's Distinguished Service Medal to Dr. Jeannette E. South-Paul in recognition of her many contributions to USU. Dr. South-Paul served on the faculty from 1986 to 2001, and as Chair for the Department of Family Medicine from 1995 to 2001.

Mr. Alvarez and Dr. Zimble presented the Distinguished Service Medal to COL Richard M. Conran, MC, USA. COL Conran served as President of the Faculty Senate during the 2000-2001 academic year.

INTRODUCTION OF INCOMING DEAN, SCHOOL OF MEDICINE

Dr. Zimble formally presented CAPT Larry Laughlin, MC, USN, to the Board as the incoming dean of the F. Edward Hébert School of Medicine. Following brief remarks concerning the selection process by Dr. William Drucker, who chaired the Dean Search

Committee, Dr. Alison O'Brien, Chair, Microbiology and Immunology, summarized CAPT Laughlin's career. CAPT Laughlin will assume his new position in May 2002.

PRESIDENT'S REPORT

Dr. Zimble's report to the Board included the following topics:

- A search is ongoing for the position of Dean, Graduate School of Nursing. CAPT Virginia Beeson, NC, USN, is chair of the search committee and has reported that five semi-finalists will be interviewed in mid-March.
- Work has progressed on the implementation of USU's Strategic Plan.
 - Integrated Action Team Leaders, after being chartered, have put together teams and started working on action plans.
 - In January, Goal Champions presented progress reports. They will report to the Board in May.
 - About 250 people, including staff, faculty and students, are involved in the process to date.
- The search for the Scientific Director of the Armed Forces Radiobiology Research Institute (AFRRI) is in its final stages.
- Program Budget Decision 203C recently moved millions of biomedical research program dollars to the National Institutes of Health (NIH). AFRRI's entire operations and maintenance budget, as well as its research program dollars, was among the items moved. The University is currently working on a memorandum of understanding with NIH concerning AFRRI's administration in FY 2003.

MEETING CALENDAR

Spring Meeting: May 16 – 17, 2002

(USU Research Days are May 15 – 16; Graduation is May 18)

Summer Meeting: August 12 – 13, 2002

Fall Meeting: November 2002

(Proposed for the United States Military Academy)

Winter Meeting: February 2003

THE CONSENT CALENDAR

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The Board, upon motion duly made and seconded,

Voted by voice vote: To accept those items submitted for information only and to approve as submitted the Minutes of the November 13, 2001, Meeting as a Committee of the Whole and the Minutes of the November 14, 2001, Board of Regents Meeting.

2002 ANNUAL REPORT

Dr. Anderson briefly reviewed the Board's morning session spent working on the Annual Report to the Secretary of Defense. The 2002 report addresses issues raised by the terrorist attacks of September 11 and describes the University's knowledge of the medical effects of weapons of mass destruction and its expertise in training personnel who respond to such emergencies.

It is planned that the report will be submitted to the Secretary through the Assistant Secretary of Defense for Health Affairs on May 31, 2002.

BOARD ACTIONS

Degree Granting

Dr. Helke, Associate Dean for Graduate Education, presented for certification three individuals to receive graduate degrees.

Holly H. Nash
 Doctor of Philosophy
 Neuroscience Program

Commander James C. Dunn II
 Master of Public Health
 Department of Preventive Medicine and Biometrics

Major Christopher S. Robinson
 Master of Public Health
 Department of Preventive Medicine and Biometrics

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Helke and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Faculty Appointments and Promotions

Dr. Hemming presented the recommendations made on January 3, 2002, by the Committee of Appointments, Promotion and Tenure. Thirty-four individuals were recommended for faculty appointments or promotions.

In response to a question from Dr. Connolly, Dr. Hemming explained that “adjunct faculty” is not billeted at USU and not employed by the University, but share their expertise and/or teach for a specified length of time. Examples include lecturers from the Food and Drug Administration or the National Institutes of Health, or from other medical schools in the area.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

For the Board’s information, Dr. Hemming announced the selection of Regina Armstrong, Ph.D., as the Director for the Neurosciences Graduate Program, an interdepartmental program in the School of Medicine. Also for the Board’s information, Dr. Abdellah announced the selection of Dr. Patricia McMullen as the Chair of the Department of Nurse Practitioners and Director of the Family Nurse Practitioner Program in the Graduate School of Nursing.

New Graduate Program – School of Medicine

For the Board’s approval, Dr. Hemming presented the Ph.D./M.D. Program, in which participants receive both degrees by the culmination of their studies at the University. First brought to the Board of Regents for discussion in May 2001, the program has since been approved by the University’s Graduate Education Committee and presented to the Executive Committee for discussion.

- The envisioned program is small, with perhaps two or three students entering each year.
- Following full acceptance into the School of Medicine, program participants matriculate for three years of graduate study as civilians, with no incurred cost to the Services.
- Upon completion of the Ph.D., participants are commissioned and enter medical school.
- Without additional cost, the program will provide clinical scientists and academic physicians to the uniformed services. Academic tracks have been outlined for neuroscience, molecular and cell biology and emerging infectious diseases.

Following discussion emphasizing the costs, need, use and size of the program, and upon motion duly made and seconded, the Board

Voted by voice vote: To approve the Ph.D./M.D. Program as presented by Dr. Hemming and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

New Program – Graduate School of Nursing

Dr. Abdellah introduced Dr. McMullen, Chair, Department of Nurse Practitioners, to present the proposal for a Clinical Nurse Specialist (CNS) Program within the Graduate School of Nursing (GSN).

- The Federal Nursing Chiefs requested that USU offer a Master's of Science in Nursing with a CNS focus.
- Advancements in cardiology and pulmonary surgery in the mid-1950's led to the development of the clinical nurse specialist.
- Today, there are approximately 58,000 CNSs in the United States. They hold master's degrees and are able to teach, conduct research, and provide specialized care. About half of all clinical nurse specialists are employed by hospitals.
- The program will entail 51 credit hours. Most courses are already offered by the GSN; core courses in perioperative nursing will be added.
- The proposed timeline accepts applications for the program in May 2002, and admits about 10 students into the Perioperative CNS Program in June 2003.
- Most necessary resources are already approved or in place.
 - Two faculty members will come from among the three military services.
 - Clinical training sites are available in the National Capital Area.
 - Existing GSN office and classroom/conference space accommodates the program.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the Master of Science in Nursing, Clinical Nurse Specialist Program in Perioperative Nursing as presented by Dr. Abdellah and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Award Nominations and Honorary Degrees

Dr. Zimble presented three award nominations. He recommended that:

- Mrs. Mary A. Dix, Vice President for Administration and Management, receive the USUHS Exceptional Service Award for her counsel to the Graduate School of Nursing from December 1995 to February 2000, and for her continuous contributions to the University through her work as editor of the USUHS Journal.
- Mr. Chester J. Pletzke, Director, Learning Resource Center, receive the USUHS Exceptional Service Award for establishing the University's medical library as one of the best in the nation. After 23 years of service, Mr. Pletzke is retiring in March 2002.
- Dr. Faye G. Abdellah, Dean and Professor, Graduate School of Nursing, receive the USUHS Distinguished Service Award for her many accomplishments and contributions to the University as founding dean of the Graduate School of Nursing. Dr. Abdellah came to the University in March 1993 and is retiring in June 2002.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nominations as presented by Dr. Zimble and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Linda Porter, President, Faculty Senate, presented two nominations for the Carol Johns Medal for Outstanding USUHS Faculty Member.

- Dr. Rosemary C. Borke, Professor, Department of Anatomy, Physiology and Genetics, in recognition of her contributions as an educator and expert in her field and for her many accomplishments in innovative teaching methods, curriculum development, and committee involvement at all levels within the University.
- Dr. Val G. Hemming, Dean, School of Medicine, in recognition of his achievements in research and generosity in donating proceeds to University programs, his work in curriculum reform, his leadership as dean of the school of medicine, and for the vision and perseverance which led to the establishment of the Simulation Center.

Following discussion, the Board, upon motion duly made and seconded,

Voted by voice vote: To approve the nominations as presented by Dr. Porter with the proviso that henceforth only one (1) nominee will be presented for the award in any year, and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Zimble presented the recommendations for University awards made by the Committee for Names and Honors on January 22, 2002.

University Medal

- Mr. Chester J. Pletzke
- Scott Lillibridge, M.D.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nominations as presented by Dr. Zimble and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Curreri Award

- Barry W. Wolcott, M.D.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nomination as presented by Dr. Zimble and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Honorary Degrees

- Faye G. Abdellah, Ed.D., RN/Doctor of Military Nursing
- F. William Blaisdell, M.D./Doctor of Military Medicine
- Colin Powell/Doctor of Medical Jurisprudence

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nominations as presented by Dr. Zimble and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

REPORT: ADMISSIONS PROCESS

Dr. Connolly reported on his recent visit to the University to observe the admissions process and meet with the Admissions Committee. He described the admissions flow chart, noting unique features in USU's process.

- Applicants' SAT scores are considered as well as their undergraduate grade point averages and MCAT scores.
- Following initial screenings and a personal interview, each applicant is reviewed by the full Admissions Committee, which meets 26 times per year and includes a representative from the office of each Surgeon General, USU graduates and senior personnel from military hospitals. Each candidate is presented to the Committee by one of its members.
- Following the Committee's votes, accepted and alternate candidates are forwarded for the Dean's review.
- Upon conditional acceptance, each applicant must pass a security check and be physically fit.

Dr. Connolly stated that, once again, the national applicant pool is down approximately six percent. He also said he was impressed with the length and thoroughness of the University's procedures.

CORE REPORTS

Budget

Following a brief explanation of the difficulties operating under Continuing Resolutions from October 2001 until January 2002, Mr. Rice presented an overview of the University's FY 2002 budget using the Execution Plan for Operations and Maintenance.

- USU's planning figure for the year remains at approximately \$75 million; \$43 million of this amount has been released to date.
- Recently an additional \$44 million was received from Congress. This money is earmarked for specific program initiatives some of which fall in Operations and Maintenance, increasing its total to approximately \$91 million. A new plan reflecting this increase will be presented at the May meeting.
- Baseline funding has actually decreased about one percent this fiscal year, which means cautious, if any, program expansion.

Moving to a comparison of annual appropriations and quarterly obligations, Mr. Rice noted:

- The low percentage of obligated money for equipment and for grants/stipends, which is normal for the first third of a fiscal year.

- That although the budget for USU's intramural research program for this fiscal year and next stands at about \$2 million, the University is working towards a goal of \$3 million by FY 2009.

An overview of the Program Objective Memorandum (POM) process concluded the report.

- The POM process allows the Services to plan for long-term funding and to make program changes.
- Using the Planning Program and Budgeting System (PPBS), entities within the Department of Defense (DoD) are involved in three cycles.
 - Planning is accomplished in 20-year cycles.
 - Programs are presented in six-year cycles.
 - The budgeting process occurs in two-year cycles.
- The University is presently assembling the POM for FY 2004, which covers FY 2004 – FY 2009.
- University faculty and staff submitted POM issues to the University administration in November 2001; from the 22 received, ten were chosen to submit to Health Affairs.
- These ten issues now compete with the Services and the TRICARE Management Activity for funding.
- USU's top priorities are:
 - Stable funding for unique programs within the Department of Military and Emergency Medicine.
 - The Casualty Care Research Center.
 - The Center for Disaster and Humanitarian Assistance Medicine.
 - The Applied Human Biology Program, which offers graduate degrees in both Aviation Physiology and Undersea Medicine.
 - Funding to establish a Center for Medical Educator Development, which would give residency program directors assessment skills with which to measure their programs.
- POM issues across the military health system are studied and prioritized by the Deputy Surgeons General; final decisions are made by the Surgeons General.

Recruitment and Admissions – Recruitment and Diversity

Lt Col Miller reported on University recruitment and diversity.

- In November 2001, one of USU's first-year students briefed minority college undergraduates about the benefits of a USU education during the Association of American Medical Colleges (AAMC) Conference.
- In the December issue of the AAMC Reporter, USU was featured in an article entitled, "On the Home Front: Military Med Students Find New Resonance in Their Studies."
- Several alumni attended recruitment fairs in or near their area of assignment.
- The ROTC Recruitment Plan is slowly growing.
- Currently the University has nine underrepresented minority acceptances (equaling six percent) for the class entering in September 2002. Ethnic diversity remains at about 30 percent.

- The Office of Recruitment and Diversity Affairs nominated USU as a National Institutional Role Model for minority recruitment. The University will share this award with two other institutions at a September 2002 conference.
- Communication and coordination with the HPSP is growing, to the advantage of both programs.

PRESENTATION: IRB PROCESSES

Following an introduction by Dr. Kaminsky, LTC Richard Levine described for the Board the USU Human Research Protections Program.

- DoD Directive 3216.2 mandates the protection of human subjects in research. This mandate begins with the principal investigator and extends through the commands to the Secretary of Defense.
- At USU, the Institutional Review Board (IRB) is accompanied by the USUHS Human Research Protections Program. Together these ensure that:
 - The University's research complies with appropriate Federal regulations;
 - The potential benefit is greater than the level of research risk;
 - Appropriate consent processes are in place; and,
 - Research records are properly maintained.
- USU holds an Assurance of Compliance regarding human research protection from both the Department of Defense and the Department of Health and Human Services. This guarantees to these funding agencies that research will be done responsibly.
- Title 10, USC Section 980 and Title 24, USC Section 30 are Federal regulations specific to the Department of Defense. They are concerned with the necessity of consent before research occurs, and the fact that military personnel can be paid only for donating blood.
- At USU there is a large support structure that assists the IRB.
- Lay members (that is, non-scientific members) of the IRB contribute levels of understanding as well as "common sense" viewpoints.

Dr. Bristow asked if any mechanism is in place, which enables USU, as an institution, to learn from the mistakes of others and add new standards, if necessary. Dr. Kaminsky's response included the following points:

- USU's IRB Committee studies each case that comes before it;
- A group of IRB administrators around the country meet regularly and such issues are included in its discussions;
- Pertinent journal and news articles are shared among University administrators; and,
- USU's Office of Research oversees research that "passes through" the University as well as programs occurring here.

CLOSING COMMENTS

Dr. Bristow commented on the current requirements for outcome measures expressed by several of the University's accrediting bodies. He hopes the Board's Metrics Project will provide a reference point and/or framework as USU measures are put in place.

ADJOURNMENT

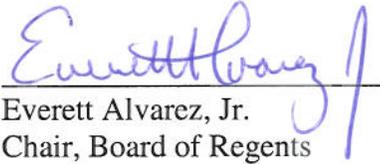
At 4:00 p.m., there being no further business, a motion was made, seconded, and duly passed to adjourn the meeting.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor
Staff, Board of Regents