

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

**Meeting No. 150
February 8, 2005**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 8, 2005, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. A notice of the meeting date and agenda was published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 9:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Linda J. Stierle, MSN, RN, CNAA, Vice Chair
William C. De La Peña, M.D., Member
Sharon A. Falkenheimer, M.D., Member
Vinicio Madrigal, M.D., Member
Lawrence C. Mohr, Jr., M.D., Member
Larry L. Laughlin, M.D., Ph.D., Interim President and Dean, School of Medicine, USU
VADM Richard H. Carmona, Surgeon General of the United States
Jack W. Smith, M.D., representing the Assistant Secretary of Defense for Health Affairs
COL Thomas M. Fitzpatrick, representing the Surgeon General, U.S. Army
CAPT Christine M. Bruzek-Kohler, representing the Surgeon General, U.S. Navy
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
Brig Gen William J. Germann, Commander, Malcolm Grow Medical Center
COL Alan L. Moloff, Commander, Defense Medical Readiness Training Institute
CAPT Louis A. Damiano, representing the Commander, National Naval Medical Center
John E. Baker, General Counsel, USU

OPENING COMMENTS

Following welcoming remarks, Mr. Alvarez announced that Charles L. Rice, M.D. has been selected by the Secretary of Defense to serve as President of the University and remarked that Dr. Rice met briefly with the Board yesterday afternoon.

The upcoming meeting calendar was discussed, including observing USU's Bushmaster Exercise in July, and coordinating the Fall Meeting with the Association of American Medical Colleges Annual Meeting, which is scheduled for November 4-9, 2005 in Washington, DC.

MATTERS OF GENERAL CONSENT

Dr. Wolcott, Executive Secretary, reported that on December 14, 2004, Colonel John Murray, Associate Dean, Graduate School of Nursing, spoke to the Board's Executive Committee

regarding the University's response to Senator Inouye's inquires concerning the projected national nursing shortage. No action was taken by the Committee as the purpose of the meeting was to provide information.

Mr. Alvarez presented the Consent Calendar following a reminder that items of consent can be extracted for clarification or discussion:

Tab	5	Minutes, Committee of the Whole, November 8, 2004
Tab	6	Minutes, Board of Regents Meeting, November 9, 2004
Tabs	30-31	Reports to the Board, Administration and Management
Tab	36	Report to the Board, Brigade
Tab	37	Report to the Board, Armed Forces Radiobiology Research Institute
Tab	38	Report to the Board, Faculty Senate
Tab	39	Report to the Board, Henry M. Jackson Foundation

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of both aforementioned meetings and accept, as submitted, agenda items presented for information.

INTERIM PRESIDENT'S REPORT

Dr. Laughlin's report included the following topics:

- Building E, so needed for additional classrooms and the unification of GSN faculty and students, is presumably still in the FY 2006 DoD budget for military construction
- COL Serio is retiring in August 2005, and a search is beginning for Brigade Commander
- USU's Family Health Center was reopened in recently renovated spaces
- The University's Center for Laboratory Animal Medicine has been reorganized to better serve its customers
- The 25th anniversary of the C-4 course occurs in April. Developed at USU, the course was a first in military graduate medical education as it involved tri-service teaching and training
- A meeting of the USU Executive Committee occurred in January
 - The Bootstrap Program, whose goal is increasing the University's diversity through educational support of enlisted personnel, involves complicated personnel issues. Work is continuing on this idea.
 - Several years ago, it was proposed that a Center of Military Medical Ethics be developed and located at USU. As such a center would serve a broad audience and tackle broad issues, additional resources would be necessary to make it a viable and worthwhile institution
 - The promotion of military medical students following successful completion of the first two years of medical school was discussed

AWARD PRESENTATIONS

Dr. Laughlin and Dr. Wolcott presented the University's Outstanding Service Medal to Ms. Susan Bruff, Mrs. Mary Broome and Mrs. Janet Taylor. The awards were given in recognition of support provided to the President Search Committee. Mr. Alvarez also thanked the recipients.

DEANS' REPORTS

School of Medicine

Topics covered in Dr. Laughlin's Dean's Report to the Board included:

- The appointment of Captain Trueman W. Sharp, MC, USN, as Chair, Department of Military and Emergency Medicine
- A search is newly begun for the position of Commandant, School of Medicine
- A summary of a newly developed research protocol which will examine the long-term career outcomes of USU graduates. A small but comparable cohort of non-USU graduates will also be studied. Dr. Daniel Cohen is the research administrator.

Graduate School of Nursing

Dr. Walker summarized the history and present status of Senator Inouye's requests concerning USU's capabilities in the face of the projected need for military nurses. Several plans have been developed in accordance with varying priorities and possibilities. Her report also included:

- An update on emerging research clusters in GSN which link master's students, doctoral students and faculty
- The significant increase in the past few years in the number of senior faculty engaged in GSN's research enterprise and a review of active and pending grants
- May 2005 marks the 10th anniversary of the Graduate School of Nursing

Dr. Walker introduced Major Michael Gladu, President, GSN Class of 2005. On behalf of the GSN Student Advisory Council, Major Gladu presented a request that the Board of Regents establish an award honoring an outstanding graduating student using criteria parallel to that used for the outstanding School of Medicine candidate.

This matter, in effect, was laid on the table by the Board.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Metcalf presented for certification two candidates to receive graduate degrees--one a Doctor of Philosophy in the University's Emerging Infectious Diseases Program, and one a Doctor of Public Health from the 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. Metcalf and recommend to the Interim President and the Assistant Secretary of Defense for Health Affairs that the Interim President implement the action.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine's Committee of Appointments, Promotion and Tenure at a meeting on January 4, 2005. Nine individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

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

Dr. Walker presented a recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on January 4, 2005, which appoints Christine E. Kasper, Ph.D., to the rank of professor.

Upon motion duly made and seconded, the Board

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

Award Nominations and Honorary Degrees

Lt Col Hemmer presented the Faculty Senate's nomination for the Carol Johns Medal for Outstanding USUHS Faculty Member. The Faculty Senate requests approval of Eric S. Marks, M.D., Professor of Medicine, as the 2005 recipient.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of Lt Col Hemmer.

Dr. Laughlin presented two candidates recommended by the Committee for Names and Honors for the receipt of the University Medal: Admiral Marlene Haffner, USPHS, and James J. Leonard, M.D.

Dr. Laughlin also formally presented the Committee's recommendation that James A. Zimble, M.D., be awarded an honorary degree.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the three recommendations as approved and presented by Dr. Laughlin.

PRESENTATION: CENTER FOR POPULATION HEALTH

Dr. Barbour presented an overview of the University's virtual Center for Population Health. Using information from several sources, the center's focus is the improvement of care delivered within the military health system. His remarks included the following points:

- The center studies clinical and administrative data which can be linked with outcomes
- Its functions include the study of access to quality care and cost issues within the system
- Center structure includes
 - A medical director, to ensure that relevant issues are studied
 - Appropriate data analysis capability to quickly access information
 - Administrative capability to translate findings into clinical improvements
 - Expertise in the "epidemiology of care," rather than of disease
- The center has established access to several databases within the military health system and has or is working on arrangements at various levels with others within the Federal

system. Information from private databases is available at a cost, but the center has no funding of its own

- Clinical research to date includes
 - Study in California on the smoking habits of active duty personnel
 - Quality of care study for diabetics in the military health system
 - Study of the cancer treatments done in the military health system during 2002
- Relationships are being developed with other organizations interested in improving health care delivery through research both within and outside the Department of Defense. All of these relationships increase access to data.
- The center is independent, objective and research-oriented

UNIVERSITY REPORTS

Executive Report: Budget

Mr. Rice reported that although USU's money was in place at the beginning of the fiscal year, the FY 2005 Operation and Maintenance budget is about \$1.3 million less than that of FY 2004. He also said that money the University receives which is earmarked by Congress for specific programs and spent primarily at off-campus facilities is decreasing slightly this fiscal year and will probably continue to do so. On a positive note, this allows the University to put efforts into new funding mechanisms for new programs which would be executed here at the University.

Beginning in FY 2006, the transfer of funds for the Armed Forces Radiobiology Research Institute's Operation and Maintenance budget as well as its Research, Development, Test and Evaluation appropriation will come to the University directly through the Defense Health Program. This change will increase the University's fiscal efficiency.

Standing Report: Admissions, Graduate School of Nursing

Dr. Walker reviewed June 2005 admissions to the Graduate School of Nursing, sorted by graduate program. She also shared recent Board Certification scores for the Nurse Anesthesia Program--nine of the 13 graduates exceeded the examination's maximum score.

Standing Report: Admissions, School of Medicine

Dr. MacDonald reported that although USU received about 100 fewer applications in 2005 as compared to 2004, applicants being selected for admission are as academically qualified as previous matriculants. Additionally, he said the declination rate currently is about half of what it was at this time in the 2004 admissions cycle.

Standing Report: Student Management

Dr. MacDonald gave a brief overview of the 2004 Joint Service Graduate Medical Education Selection Board results for the Class of 2005. Although there was a slight decrease over previous years, 66 percent of the class received their first choice in both specialty and training site.

Standing Report: Recruitment and Diversity Affairs

CAPT Macri emphasized the contributions of current medical students and USU alumni in recruitment efforts:

- Through postcards to applicants who have been accepted, first and second year students extend congratulations and offer to answer questions applicants may have
- Both students and alumni are increasingly involved in student organizations and recruiting fairs
- Students are fighting the current ban on military medicine exhibiting at meetings of the American Medical Student Association

CAPT Macri also stated that a questionnaire is being developed which will be sent to all applicants who were accepted to USU but declined admittance.

Ms. Stierle recounted a ban on military program exhibits at meetings of the American Nurses Association because of the military stance on sexual orientation. She said this has since been modified and suggested USU students talk with those involved in the nursing situation as they were successful in producing change.

Dr. De La Peña offered to talk with CAPT Macri regarding the possibility of producing a 30-second television spot about USU in Spanish, which could be run on his networks in Miami, Florida, as a public service. He said such a spot would be seen from Key West to West Palm Beach and would thus reach the “third largest Spanish-speaking market in the country.”

Semiannual Report: Research

Dr. Kaminsky reviewed the University’s funding history from FY 1999 to FY 2004. Defined categories included intramural funding, extramural funding from the Department of Defense, extramural funding from other Federal and non-Federal sources, and Congressional programs.

Grants from the National Institutes of Health (NIH) provide a well-recognized metric, both for comparing departments within an institution as well as against departments from other medical schools competing for research dollars. USU’s success in garnering NIH dollars has grown from \$9 million in FY 1999 to over \$21.6 million in FY 2004.

Dr. Kaminsky also highlighted two University departments: the Department of Microbiology, in which every one of its members has a research award of some type, and which is in the top third of all U.S. medical schools receiving NIH support; and the Department of Biochemistry, because its research funding has improved so dramatically over the past four years.

Semiannual Report: Faculty Affairs

Dr. Marks summarized two initiatives aimed at improving the evaluation of faculty for academic promotion--standardized letters to obtain outside evaluations are almost completed, as is an electronic guide based directly on the University’s requirements for promotion. Translating faculty involvement in activities outside traditional academia (such as humanitarian assistance and homeland security) into an equitable “level of scholarship” has been a major challenge.

Discussion included remarks by Dr. Walker regarding work in the GSN building a parallel yet unique system for its faculty, and Dr. Mohr emphasized the importance of acknowledging the criteria established by the Association of American Medical Colleges.

Semiannual Report: Clinical Affairs

Dr. Cassimatis reviewed the current status of USU’s affiliation agreements with hospitals and commands within the military which support our third and fourth year students’ clinical training.

Each hospital is visited on a three- to five-year cycle before agreements are updated and signed. Although the majority of clerkships are located at the Walter Reed Army Medical Center, the National Naval Medical Center, and Malcolm Grow AF Medical Center, almost half take place outside the metropolitan capital area. Costs are carefully tracked for these and increases per clerkship have been kept to a minimum.

Status Report: USU Development

Dr. Wolcott briefly reviewed recent progress made by the USU Alumni Association:

- The bookstore has moved to a larger and more profitable location
- An association website is scheduled to launch this month
- Six regional chapters are being organized

PRESENTATION: CENTER FOR DISASTER AND HUMANITARIAN ASSISTANCE MEDICINE

The Center for Disaster and Humanitarian Assistance Medicine (CDHAM) was created by Congress in 1999. Dr. Yeskey, Director, described the center's mission, goals and areas of focus:

- CDHAM's mission is to promote studied preparations of assistance in natural or man-made disasters
 - Embraces a scope which is worldwide
 - Includes education and training
 - Includes bringing new technologies to the field of disaster medicine
- A primary goal is to improve the cooperation between participating civilian and government agencies
- The center has three focus areas
 - Studies and evaluations, which emphasize the use of defined methodologies in disaster settings and develops techniques to disseminate best practices
 - Educational development, which develops materials for health personnel involved in disaster incidents and keeps materials updated in an electronic format
 - Operations and training, which provides training to medical students, pediatric residents, health professionals and local indigenous staff
- Examples of specific projects
 - Nutritional assessments of children in Honduras
 - Assistance program for land mine victims in Chad
 - HIV/AIDS prevention program for military personnel in Guyana and Barbados

PRESENTATION: CENTER FOR THE STUDY OF TRAUMATIC STRESS

Dr. Ursano, Director, presented an overview of the center and its activities. His remarks included the following:

- The center, begun in 1987, is composed of both military and civilian staff and is a network of national and international scientists
- Besides maintaining an information clearinghouse related to the psychiatric dimensions of traumatic stress, the center has data on over 20,000 participants in studies it has accomplished
- Although particularly interested in the effects of war on participants as well as those left behind, much work has also been directed towards disaster populations and rescue workers

- A primary goal is to bridge military-unique needs and homeland security needs
- Focus areas include
 - Basic research in the neurobiology of stress
 - Health concerns for troops and families
 - Medical illnesses developing as a consequence of traumatic stress
 - Intervention following mass violence
 - Developing materials, written in layman's terms, for relief workers on topics such as helping victims in the aftermath of disaster, and the emotional reactions to human bodies in mass death
- Important ongoing work involves educational efforts to “de-stigmatize” the stresses of combat and the need for care upon returning home

BOARD COMMITTEE REPORTS

Administrative Oversight

Ms. Stierle explained the changes evident in the most recent versions of the descriptive and policy documents with which the Administrative Oversight Committee has been concerned:

- Presidential Job Description
- Presidential Performance Goals
- Policy Statement: Appointment and Succession, USU President
- Policy Statement: Assessment, USU President
- Policy Statement: Board Responsibilities

Ms. Stierle requested Board approval for the five documents to be presented to the USU Executive Committee and, separately, to Health Affairs for comments, and then each to be brought back before the Board of Regents for final approval.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the request of the Administrative Oversight Committee as presented by Ms. Stierle and as stated above.

Ms. Stierle stated the importance of evaluating the University's recent presidential search process and described a draft survey put together to serve as a “structured critique.” The following will be asked to respond:

- Search Committee members
- Presidential candidates
- Board of Regents members not on the Search Committee

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

Voted by voice vote: To concur with the evaluation process as described and approve its commencement.

Annual Report to the Secretary of Defense

Dr. Falkenheimer summarized the current status of the Board's 2005 Annual Report, which focuses on the University's military unique curriculum, and requested that the Board approve the draft as presented. The due date for additional information and comments is March 15, 2005.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the draft and caveats as presented by Dr. Falkenheimer.

RECONSIDERED QUESTION: BOARD OF REGENTS AWARD

The Board of Regents Award was revisited. Discussion followed concerning a yearly award for a graduating student in the Graduate School of Nursing, a student completing a biomedical degree in one of the University's Graduate Education programs, and funding questions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To establish an annual Board of Regents Award for the outstanding student in the Graduate School of Nursing. Additionally, a review of current awards and funding mechanisms will be accomplished by Board of Regents staff.

ADJOURNMENT There being no further business, Mr. Alvarez adjourned the meeting at 3:00 p.m.

SUBMITTED:

APPROVED:


Barry W. Wolcott, M.D.

Executive Secretary, Board of Regents


Everett Alvarez, Jr.

Chair, Board of Regents

Prepared by Janet S. Taylor