

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

**Meeting No. 154
February 7, 2006**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 7, 2006, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda were published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Linda J. Stierle, M.S.N., R.N., CNAA, Vice Chair
Otis W. Brawley, M.D., Member
William C. De La Peña, M.D., Member
Sharon A. Falkenheimer, M.D., M.P.H., Member
Ikram U. Khan, M.D., Member
Vinicio E. Madrigal, M.D., Member
Lawrence C. Mohr, M.D., Member
Charles L. Rice, M.D., President, USU
Jack W. Smith, M.D., representing the Assistant Secretary of Defense for Health Affairs
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States
MG Kenneth L. Farmer, Jr., representing the Surgeon General, U.S. Army
RDML Carol I. Turner, representing the Surgeon General, U.S. Navy
Col Arnyce R. Pock, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
Terry C. Pellmar, Ph.D., representing the Director, Armed Forces Radiobiological Research Institute
COL Virgil T. Deal, Commander, Walter Reed Army Health Care Systems
CDR Martha K. Girz, representing the Commander, National Naval Medical Center
John E. Baker, J.D., General Counsel, USU

AWARD PRESENTATION

Mr. Alvarez and Dr. Rice presented the University's Distinguished Service Medal to Mrs. Mary Dix, Vice President for Administration and Management. Mrs. Dix was recognized for her work responding to the Base Realignment and Closure Commission on behalf of the University.

MATTERS OF GENERAL CONSENT

Following his welcome, Mr. Alvarez presented the Consent Calendar. He reminded Regents that any item of consent can be extracted for clarification or discussion:

Tab	7	Minutes, Board of Regents Meeting, November 7, 2005
Tab	24	Report to the Board, Student Affairs
Tabs	25-26	Reports to the Board, Administration and Management
Tab	28	Report to the Board, Clinical Affairs
Tab	29	Report to the Board, Faculty Affairs
Tab	31	Report to the Board, USU Brigade

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of the November 7, 2005, Board of Regents Meeting and accept as submitted those reports presented to the Board for information.

PRESENTATION: OBSERVATIONS FROM PAKISTAN

Dr. Khan described his mid-December tour of northern Pakistan, which was devastated in early October by a magnitude 7.6 earthquake. The death toll, still rising during Dr. Khan's visit, has reached an estimated 80,000. Additionally, more than three million people are homeless and braving sub-zero temperatures in overcrowded tent cities. The purpose of Dr. Khan's trip was to deliver a check for \$300,000 which he helped raise in Las Vegas, Nevada for victims' shelter and rehabilitation. While there, Dr. Khan spoke with President Musharraf, cabinet ministers, U.S. Army commanders, and dozens of military medical personnel in both Islamabad and Muzaffarabad. He also visited four mobile army surgical units and a well-equipped tent hospital complete with an intensive care unit.

Dr. Khan's interviews with onsite health care personnel emphasized the need for cross-cultural training as well increased exposure to primary care medicine in preparation for humanitarian missions.

Dr. Khan also said the U.S. medical response to the earthquake not only saved many lives but also positively changed many minds about the United States and her citizens.

PRESIDENT'S REPORT

Dr. Rice introduced Carol R. Scheman, a new USU vice president. Ms. Scheman's position encompasses all aspects of communications about the University, both internally and externally. Other points in his report included:

- The University's membership in the Association of Governing Boards of Universities and Colleges and a recommendation that the Board participate in a retreat at the Summer Meeting facilitated by the association.
- Compliments to MG Farmer and COL Deal for their many and ongoing efforts regarding the integration of military medical centers in the National Capital Area mandated by the Base Realignment and Closure (BRAC) recommendations. USU is actively involved in this complex planning process.
- A summary of recent and announcement of upcoming offsite meetings with the Surgeons General.
- The decision to consolidate the University's separate registrar functions (for students, continuing education and residency programs) into one university-level registrar office.

- Sharing a thank you letter from Khost University, Khost, Afghanistan, for medical texts donated by USU students and staff.

Dr. Rice concluded his report by summarizing work to date in the University's strategic management planning efforts. Identified issues and priorities include:

- External concerns
 - USU's relationship with the Walter Reed National Military Medical Center
 - Faculty recruitment and retention, including compensation and research support
 - Continuing the demonstration of the University's value
 - Increasing USU's faculty, student population and staff diversity
- Internal issues
 - Better communication at many levels
 - Re-establishing leadership in simulation education
 - Developing faculty education programs for those involved in graduate medical education
 - Expanding the University's continuing education for health professionals programs, including distance learning initiatives
- Program priorities
 - Medical student education – Enhance faculty recruitment, retention and professional development; improve USU's emphasis in military and emergency medicine; and increase the quality and educational satisfaction of the University's medical students
 - Graduate programs in the School of Medicine – Increase the quality, number and diversity of Ph.D. candidates; establish a web-based pilot program for the degree of Master of Public Health; implement a core curriculum for all Ph.D. programs; and develop new programs in both research and training
 - Graduate nursing program – Improve faculty recruitment and retention; increase the program's research enterprise; expand programs to meet Service needs; and enhance student and faculty support services
 - Research program – Increase USU's intramural research base; review the support structure and the equipment base; explore research opportunities which correlate with current patient needs; and expand existing excellence in areas such as bioterrorism, stress and performance research, and radiation threats and countermeasures
 - Graduate medical education program – Continue work on the question of program consolidation at USU; establish a faculty development program; and establish an advanced interventional simulation curriculum
 - Continuing health education program – Consolidate National Capital Consortium training; develop online materials and curricula in areas such as adult learning style, patient safety education and the process of care; and extend simulation education
 - AFRRRI – Evaluate current structure and infrastructure; develop a renovation plan; remain the Department's lead in radiation biology research; and begin a program in structural biology

- Administrative issues
 - Change the University's organizational structure; increase diversity; and explore creation of a Brigade Joint Manning Plan
 - Address the University's deferred maintenance plan; update the IM/IT infrastructure; and replace the current financial system

DEANS' AND DIRECTOR'S REPORTS

School of Medicine

Dr. Laughlin opened his remarks by recognizing two notable USU faculty achievements:

- Dr. Louis Pangaro, Professor of Medicine, recently received an Alpha Omega Alpha Robert J. Glaser Distinguished Teacher Award. This award is presented by the Association of American Medical Colleges and recognizes the significant contribution gifted teachers make to medical education.
- Dr. Donald Roberts, Professor, Preventive Medicine/Biometrics, has been instrumental in changing both national and international health policies regarding the proper use of DDT as a prophylactic against malaria.

Dr. Laughlin described the importance of simulation facilities and programs in medical education as access to patients continues to diminish, and concluded his report announcing the appointment of COL David Burris, Chair, Department of Surgery; Dr. Christopher Broder, Director, Emerging Infectious Disease Program; and the reopening of a search for the Chair, Department of Pathology.

Graduate School of Nursing

Dr. Walker described 2006 admissions to date. The Graduate School of Nursing expects a sizable increase in the Nurse Anesthesia Program. After reviewing current faculty searches, Dr. Walker presented GSN's annual evaluation of the Ph.D. in Nursing Science Program. Points included:

- USU's criteria are consistent with the American Association of Colleges of Nursing quality indicators for doctoral programs.
- Some courses and associated materials are still in the process of being developed as the first cohort of full-time students will not have completed requirements until May 2006.
- A review of nine dissertation topics, including a research or proposal description and the funding status of each.
- All but one of the 27 students in the program are progressing according to plan.
- An overview of doctoral student submissions and publications.

Armed Forces Radiobiology Research Institute (AFRRI)

Dr. Pellmar presented the AFRRI report which included the following information:

- 5-AED remains the best candidate being developed as a treatment for radiation injury. AFRRI's corporate sponsor of this drug is Hollis Eden Pharmaceuticals.
- A cooperative agreement with the National Institute of Allergy and Infectious Diseases is currently being renegotiated.

- Institute scientists have submitted a number of proposals to the Defense Threat Reduction Agency for research in the area of medical radiological defense.
- The customer will soon bear the cost of AFRRI's training course on the medical effects of ionizing radiation.
- The Institute continues to be involved with work groups in NATO and the World Health Organization.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Metcalf presented for certification two candidates to receive graduate degrees—one to receive a Doctor of Philosophy in Molecular and Cell Biology and one to receive a Master of Science in Medical and Clinical Psychology.

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 Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting on January 3, 2006. Nine individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the recommendations of the Committee as presented by Dr. Laughlin.

Award Nomination

Dr. Laughlin presented for approval the recommendation that Ms. Lisa Rawn, Director, Clinical Skills Laboratory, National Capital Area Simulation Center, be awarded the University's Exceptional Service Medal for her work in developing new programs and curricula using standardized patients and structured situations.

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

Voted by voice vote: To approve the recommendation as presented by Dr. Laughlin.

BOARD COMMITTEE REPORTS

Administrative Oversight

Ms. Stierle summarized the changes in the January 2006 draft of the Board's policy statement regarding USU presidential appointment and succession. The changes reflect the committee's broad evaluation of the University's recent presidential search and subsequent lessons learned.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the changes as recommended in the Statement of Presidential Appointment and Succession.

Ms. Stierle reviewed factors considered by the committee regarding Board of Regents awards to graduating students and presented action taken by the Committee of the Whole on February 6, 2006, for ratification by the full Board. Rescinding action taken in February 2005, the Board re-establishes one Board of Regents Award for graduating students. The recipient will be selected by the Board each May from a slate of three names prioritized by the University's Committee for Names and Honors. One nomination will come from the School of Medicine, one from the Graduate School of Nursing and one from the University's postgraduate programs. The award will be presented at commencement by the Chair, Board of Regents.

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

Voted by voice vote: To approve the annual Board of Regents award as presented by Ms. Stierle.

Ms. Stierle summarized Regents' concern regarding the integrity of University awards and honors approved by the Board. Examples include the Distinguished Service Medal, the Exceptional Service Medal, the University Medal, and honorary degrees and titles. The Board has begun a review of the criteria and established procedures for all of the awards and honors it approves.

Annual Report to the Secretary of Defense

The 2006 report emphasizes the University's contributions to humanitarian assistance medicine and highlights the Center for the Study of Traumatic Stress and the Center for Disaster and Humanitarian Assistance Medicine. Dr. Brawley reported that an initial draft is currently being reviewed and asked that the center directors read and comment on the final draft.

REPORTS FROM THE OFFICE OF THE PRESIDENT

Budget

Mr. Rice reported that due to operating under a Continuing Resolution authority during the first three months of the fiscal year, budget execution in FY 2006 is currently uncertain. Additionally, the Defense Appropriations Bill, signed on December 30, 2005, implements a one percent cut on almost all Federal discretionary spending. This translates to a loss of approximately \$1 million for the University. Unprogrammed expenses for needed renovations in University space along with more expensive utility bills also will affect the FY 2006 budget execution.

Discussion followed regarding changes in Congressional Adds this fiscal year as well as equipment promises to University faculty. General Morgan added that it would be beneficial to the Board to review the contents of the University's \$20 million backlog and plans for its reduction.

Research

Dr Kaminsky reviewed the University's funding history from FY 2000 to FY 2005. Defined categories included intramural funding, extramural funding from the Department of Defense, extramural funding from other Federal and non-Federal sources, and Congressional Programs. An increase in intramural funding is a current University goal.

Grants from the National Institutes of Health (NIH) provide a well-recognized metric for medical school research programs. USU's success in garnering NIH dollars has grown from \$12 million in FY 2000 to over \$28 million in FY 2005, in spite of increasing competition for these funds.

Dr. Kaminsky explained the Congressional rationale for moving the administration of five programs from the University to Fort Detrick. These programs had little or no associated research at USU and their movement off campus "streamlines the process" of their administration.

Recruitment and Diversity Affairs

CAPT Macri summarized office activities and efforts over the past quarter. Highlights included USU's high school pipeline program, *S2M2: Science, Service, Medicine, Mentoring*, which is now active in Honolulu, Hawaii, as well as in the National Capital Area. The Association of American Medical Colleges has invited USU to present a poster on the program at a meeting this spring.

Ensuing discussion assessed various recruitment venues, including high school programs, college career fairs and enlisted Service members.

Recruitment and Admissions, School of Medicine

Mr. Stavish reported that although applications to and enrollments in U.S. medical schools have increased significantly in the past year, applications to USU decreased by about three percent. There are still, however, about ten applicants for every space in a USU first year class. Also, current applicants are as academically qualified as previous metriculants.

Increasing the diversity of USU's applicants and entrants remains a Board priority and possible strategies were discussed at length.

Faculty Affairs

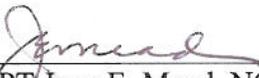
Dr. Agoston reported that faculty concerns were presented at a successful Town Hall Meeting with Dr. Rice in November 2005, and that another meeting will be held in the spring. He also stated that the Faculty Senate has been an active participant in the USU strategic planning process.

ADJOURNMENT

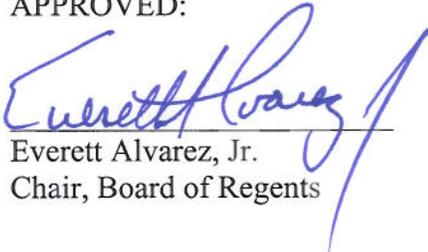
In closing remarks, Mr. Alvarez thanked Mary Fitzgerald Broome for her service to the University and her commendable work supporting the Board over the past five years. Mrs. Broome has accepted a new position in the Department of Defense.

There being no further business, Mr. Alvarez adjourned the meeting at 11:45 a.m.

SUBMITTED:


CAPT Jane E. Mead, NC, USN
Executive Secretary, Board of Regents

APPROVED:


Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor