

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

**Meeting No. 178
February 7, 2012**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 7, 2012, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda items 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. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Otis W. Brawley, M.D., Member
Sheila P. Burke, M.P.A., Member
Haile T. Debas, M.D., Member
GEN (Ret) Ronald H. Griffith, USA, Member
Michael M.E. Johns, M.D., Member
Lawrence S. Lewin, M.B.A., Member
Charles L. Rice, M.D., President, USU
Allen W. Middleton, representing the Assistant Secretary of Defense for Health Affairs
LTG Patricia D. Horoho, AN, USA, Surgeon General, U.S. Army
VADM Matthew L. Nathan, MC, USN, Surgeon General, U.S. Navy
Maj Gen Kimberly A. Siniscalchi, USAF, NC, representing the Surgeon General, U.S. Air Force
RADM Boris D. Lushniak, USPHS, representing the Surgeon General of the United States

Advisors to the Board

Gen (Ret) Thomas R. Morgan, USMC, Military Advisor to the Board
Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU
Ada Sue Hinshaw, Ph.D., R.N., FAAN, Dean, Graduate School of Nursing, USU
Patrick D. Sculley, D.D.S., M.A., Executive Dean, Postgraduate Dental College, USU
COL Mark A. Melanson, MSC, USA, Director, Armed Forces Radiobiology Research Institute
VADM John M. Mateczun, MC, USN, Commander, Joint Task Force, National Capital Region Medical
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79th Medical Wing
RADM Alton L. Stocks, MC, USN, Commander, Walter Reed National Military Medical Center
John E. Baker, J.D., General Counsel, USU

COMMEMORATION

Following a tribute to James A. Zimble, M.D., Dr. Blanck asked for a moment of silence and remembrance. Dr. Zimble was a former Surgeon General of the Navy and, later, the fourth president of the Uniformed Services University. He died December 15, 2011.

AWARD PRESENTATIONS

Dr. Blanck and Dr. Rice presented three awards. The Distinguished Service Medal was presented to Dr. Patrick DeLeon in recognition of his many contributions to the university while serving in the office of U.S. Senator Daniel K. Inouye from 1973 to 2011. Dr. DeLeon's advocacy for the USU Graduate School of Nursing was especially noted.

Mr. Bradley Beall received the Exceptional Service Medal for his service from 1989 to 2011, and particularly for his contributions as the university's Designated Agency Ethics Officer.

Dr. Vincent Ho received the Exceptional Service Medal for his leadership from 2009 to 2011 in the Department of Radiology during the integration of the Walter Reed Army Medical Center and the National Naval Medical Center.

Dr. Blanck was joined by LTG Horoho and Dr. Sculley for the final presentation. Dr. Larry Laughlin was awarded membership in the Order of Military Medical Merit, which recognizes distinguished service in the U.S. Army Medical Department. Dr. Sculley spoke of Dr. Laughlin's exemplary contributions and General Horoho presented the Order's medallion.

OPENING COMMENTS

Following welcoming remarks, Dr. Blanck introduced GEN (Ret) Ronald Griffith, USA. General Griffith was sworn in as a Regent on January 11, 2012, by Dr. Rice. Dr. Blanck also welcomed VADM Matthew Nathan and LTG Patricia Horoho to the Board. VADM Nathan became Surgeon General of the Navy in November 2011 and LTG Horoho became Surgeon General of the Army in December 2011.

Dr. Blanck presented a brief overview of the October 2011 Offsite Meeting which was held in Cambridge, Maryland, and which focused on the scope and effectiveness of the Board's responsibilities. His comments included the following:

- Advocacy issues for the Board include the importance of having a vision; becoming more proactive; and increasing USU's visibility at the uppermost levels of the Uniformed Services.
- Significant strategic issues include inter-professional educational opportunities; USU's involvement in graduate medical education; and matters of tenure.
- Requests for future meetings include a presentation on the structure and function of the Department's financial system; a tour of both the Walter Reed National Military Medical Center and the new hospital at Ft. Belvoir; and information on the reorganization of the Military Health System.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented the matters of general consent listed below:

- Meeting dates for the remainder of 2012, noting that commencement is May 19, through February 2014.
- Minutes of the October 25, 2011, Board of Regents Meeting.
- Electronic approval by the Board in January 2012 of the Distinguished Service Medal to Dr. Patrick DeLeon.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the matters of general consent as presented.

PRESIDENT'S REPORT

Dr. Rice opened his report noting recent changes in the university's senior leadership:

- BG (Ret) William Bester, USA, Vice President for External Affairs and Executive Secretary to the Board of Regents, retired in early January. Dr. Jeffrey Longacre, Vice President for Affiliations and International Affairs, is serving as interim vice president, and Joshua Girton, J.D., has been appointed as Executive Secretary, Board of Regents.
- Dr. Steven Kaminsky, Vice President for Research, resigned in January. A search committee has been appointed, chaired by Dr. Laughlin.

The points below summarize other items in the President's Report.

- Mr. Stephen Henske, Assistant Vice President, Office of Accreditation and Organizational Assessment, addressed the Academic Review Subcommittee's recommendation to establish a full-time Inspector General position.
 - Position functions include DoD Hotline inquiries, inspections and audits, investigations, and teaching and training.
 - Upon advice from the Department's Inspector General, other military academic institutions were surveyed; variation was wide and ranged from offices with a full complement of functions and a large staff to no internal Inspector General functions at all.
 - Though not consolidated in one office, all the major Inspector General functions are currently present at USU.
 - To increase visibility among students and staff, a separate office has been established under the University President. The role of this office will be clearly defined and will contain the traditional Inspector General functions. The Assistant Vice President, Accreditation and Organizational Assessment, will be appointed as the University Inspector General. Staff currently involved in Inspector General functions will assist as needed.
- With the assistance of the Henry M. Jackson Foundation for the Advancement of Military Medicine, the university is considering moving some of its administrative functions off-campus.
- USU faculty members Dr. Daniel Perl, Dr. David Riggs and Dr. David Krantz recently presented briefs to General Peter Chiarelli, Vice Chief of Staff of the U. S. Army, concerning deployment-related behavioral health issues. General Horoho concurred that the briefs were appreciated and effective.
- The Naval Medical Center in San Diego, California, and the Mike O'Callaghan Federal Hospital in Las Vegas, Nevada, have each received an Excellence in Teaching Award from USU. The awards were presented at the recent Military Health System Conference and were accompanied by a \$5,000 check from the Henry M. Jackson Foundation for the Advancement of Military Medicine to be used for educational endeavors.

BOARD ACTIONS

Degree Granting - Graduate Education

Dr. Metcalf presented for certification four candidates to receive graduate degrees in the biomedical sciences. One candidate was presented to receive the degree of Doctor of Philosophy in the Emerging Infectious Diseases Graduate Program and three candidates were presented to receive the degree of Master of Science in Medical and Clinical Psychology.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Metcalf and to recommend that the President confer the degrees as stated.

Degree Granting – Graduate School of Nursing

Dr. Hinshaw presented for certification two students to receive the degree of Doctor of Philosophy in the Doctor of Nursing Science Program.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Hinshaw and to recommend that the President confer the degrees as stated upon each of the successful candidates.

Faculty Appointments and Promotions – School of Medicine

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting held on December 8, 2011. Twenty 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 as presented by Dr. Laughlin and to recommend that the President implement the actions.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Sculley presented the recommendations made by the Committee on Appointments and Promotion at a meeting held on December 19, 2011. Six individuals were recommended for faculty appointments.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations as presented by Dr. Sculley and to recommend that the President implement the actions.

Awards and Honors

Dr. Rice presented the recommendation that Steven G. Kaminsky, Ph.D., be awarded the University Medal in recognition of his 11 years of outstanding service to USU. This nomination was unanimously approved in January by the university's Committee for Names and Honors.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the award as presented by Dr. Rice.

Dr. Sculley proposed the establishment of an annual Board of Regents Award for the Postgraduate Dental College. As in the School of Medicine and Graduate School of Nursing, this award would be granted to one student each year based on achievements in research and presented at the respective school's graduation ceremony.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the award as presented by Dr. Sculley.

Amendments - Bylaws of the Board of Regents

Amendments to update the Bylaws of the Board of Regents were proposed in writing at the Fall Meeting held in October 2011. Mr. Baker briefly reviewed the substantive changes and then presented the revised bylaws for approval.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the amended bylaws as presented by Mr. Baker.

An additional amendment to the bylaws was presented following the vote previously noted. In accordance with Article IX, this revision will be voted upon at the Spring Meeting held in May 2012.

MATTERS OF BOARD POLICY

The following five Board of Regents policy statements, originally written in 2005, were updated by university staff in November 2011:

- Appointment and Succession, USU President
- Assessment Process, USU President
- Job Description, USU President
- Performance Goals, USU President
- Responsibilities, USU Board of Regents

Mr. Baker summarized each, providing background information as well as emphasizing relevant changes. Ensuing comments included the points below:

- In the statement concerning performance goals, appropriate additions might include increasing transparency both within USU and the health care community as well as strengthening relationships with specific references outside the university, such as Congress.
- In the statement concerning appointment and succession, if the Search Committee operates as a Board subcommittee, appropriate planning time is needed because approvals can be a lengthy process.
- Increasingly, organizational heads within the Department have fiduciary responsibilities--perhaps this should be mentioned in the president's job description.

Dr. Blanck reminded members that the policy statements are works in progress and will be brought to the Board again in May 2012.

PRESENTATION: TRAUMATIC BRAIN INJURY RESEARCH UPDATE

Primarily due to blast exposures, traumatic brain injury (TBI) has been labeled the "signature wound" of the wars in Iraq and Afghanistan. Dr. Perl, Professor, Department of Pathology and Director, Military Brain Injury Studies Program, briefly reviewed current statistics both within the general population and among military personnel, and then described the findings and goals of his research program. His presentation included the following points:

- Traumatic brain injury is a leading cause of death and disability and a known risk factor for dementia.
- Since 2000, over 220,000 military personnel have experienced at least one documented TBI and many have been exposed to multiple TBIs.

- Symptoms of Mild TBI include chronic headache, short-term memory problems, sleep disorders and psychiatric problems. There is also a high correlation between blast exposure and a later diagnosis of Post-Traumatic Stress Disorder.
- Because little is known about the aftereffects on the brain following blast exposure, the neuropathology of athletes exposed to multiple TBIs (such as boxers and football players) is being studied. Tangles in specific areas of the brain created by an accumulation of abnormal *Tau* protein have been found. These tangles are associated with dementia and, in many cases, suicide.
- By studying brain specimens from deceased military personnel, the cause of common symptoms between athletes and Service members may be validated and diagnostic criteria developed.
- New research is also being proposed which is aimed at lowering the accumulation of *Tau* protein in the brain.

PRESENTATION: OFFICE OF ACCREDITATION AND ORGANIZATIONAL ASSESSMENT

The university is accredited by the Middle States Commission on Higher Education and its educational programs are accredited by an additional 17 professional organizations. Also, USU's use of nuclear material is licensed by three Nuclear Regulatory Commission certifications. Mr. Henske briefly reviewed program accreditations by school and summarized common areas of assessment. With a site visit from the Middle States Commission on Higher Education scheduled for next spring and USU's self-study due this September, Mr. Henske's remarks focused upon some of the necessary leadership and governance elements in accredited institutions. These include the following:

- Written policies outlining responsibilities, such as bylaws, enabling legislation or a charter
- A board or governing body of appropriate size and expertise
- An established conflict of interest policy
- Assurance that the institution is in compliance with accreditation standards and requirements
- A procedure for self-assessment and for orientating new members
- A process for the periodic assessment of the institution's leadership

PRESENTATION: OFFICE OF RESEARCH FUNDING SOURCES

Dr. Richard Levine, Acting Vice President, Office of Research, presented an overview of research dollars by funding category from FY 2006 – FY 2011. His remarks included the following information:

- Intramural funds are in-house research dollars for investigator-initiated "enabling grants." The amount of these grants is usually between \$10,000 and \$20,000 for two to three years and they are funded competitively through the university's scientific peer review process. In FY 2006, intramural research funds were approximately \$2.9 million. By FY 2011, this amount reached about \$4.6 million.
- Extramural funds are obtained from outside USU, usually through investigator-initiated applications which are funded competitively through an external peer review process. Some of USU's extramural dollars come from Department of Defense research programs and some from other external sources both within the Federal government, such as the National Institutes of Health or the Department of Veterans Affairs, and without, such as

associations or foundations. In FY 2006, Extramural Department of Defense funds were almost \$23 million. In FY 2011, this amount was over \$111 million. In the same period of time, "Other Extramural" research dollars went from approximately \$42 million to almost \$50 million.

PRESENTATION: USU'S TECHNOLOGY TRANSFER PROGRAM

Mr. Baker described the university's Joint Technology Transfer Program, which was established in 2000 in conjunction with the Henry M. Jackson Foundation for the Advancement of Military Medicine to advance inventions by both foundation and university researchers. The program's goal is to make scientific ideas into usable products through collaboration with private industry. Mr. Baker's brief included the following points:

- In FY 2011, there were 57 patent filings on new inventions.
- Thirty-six USU inventors received royalty shares in FY 2011
- Most of the university's current license revenue, which was over \$7 million in FY 2011, is due to the development of therapies to prevent or treat serious bacterial infections in infants. These therapies have been successfully commercialized and represent a major program success.
- Currently the program has 145 distinct technologies available for licensing. These include cancer technologies, diagnostic technologies, medical devices, and radioprotection technologies.

BOARD COMMITTEE REPORTS

Academics Committee

Dr. Johns summarized the six presentations heard by the committee.

- The National Capital Consortium sponsors 55 programs accredited by appropriate review committees of the Accreditation Council for Graduate Medical Education. CAPT Curtis reported that the Residency Review Committee for Internal Medicine has approved the final program merger at the Walter Reed National Military Medical Center. She also said patient mix continues to be a concern, making outside rotations necessary in some specialties.
- Dr. Laughlin's remarks included the following topics:
 - Curriculum reform continues to go well. Two modules have been completed and the faculty is supportive.
 - Applications for admission increased this year by eight percent, and 50 percent of all applicants are women.
 - Discussion has begun regarding degree offerings in health professions education.
- Dr. Hinshaw's report to the committee included the following items:
 - In collaboration with the National Institutes of Health Clinical Research Center, Graduate School of Nursing doctoral students will be immersed in unique research experiences.
 - One hundred percent of the 2011 graduates of USU's Nurse Anesthesia Program passed their certification examination on the first attempt.
 - The Graduate School of Nursing 2011 Annual Report is available upon request.
- Dr. Sculley reported that the Army Postgraduate Dental School has received provisional accreditation for each of its three programs, Board-approved faculty has been appointed,

and students have been enrolled. Additionally, a Postgraduate Dental College Committee on Appointments and Promotion has been created to review all future faculty actions.

- Dr. Hooper stated that although communication with university leaders has been excellent, on-going concerns such as parking restrictions on base and potential cuts to library subscriptions have had a negative effect on faculty morale.
- Dr. Christopher Shoemaker briefed the Board on the USU strategic planning process. A more detailed report will be presented at a future meeting.

Finance and Administration Committee

Dr. Brawley's summary included the following items:

- Mr. Rice reported that the Department's Resource Management Decisions for FY 2013 – FY 2017 include a 20 percent decrease in travel expenditures and, at this point, no increases in civilian pay. However, the university has been awarded \$2.5 million in generally the same time frame for the Doctor of Nursing Practice Program in the Graduate School of Nursing.
- Ms. Cook demonstrated an electronic tool she developed with the Office of Research to calculate accurate utilization of space at USU. These figures are important for timely direct cost recovery from the Henry M. Jackson Foundation for the Advancement of Military Medicine as well as to track trends in the university's use of space.
- CAPT Stewart provided an update on the implementation of recommendations in the June 2011 report of the Board's Academic Review Subcommittee.
 - The recommendation to promote USU medical students from the rank of O-1 to O-2 at the end of their second year if their performance warrants the higher rank has been submitted to appropriate Congressional staff.
 - Efforts are underway to assign military students enrolled in graduate education programs to the USU Medical Brigade Command. Many graduate students have already been transferred.
- Mr. Lowe presented an overview of support provided to the university by the Henry M. Jackson Foundation for the Advancement of Military Medicine.
 - Over 900 foundation employees support USU's research activities.
 - In FY 2011, the market value of endowments in support of the university was \$63 million.
 - Other support includes technology transfer activities, graduate student fellowships, educational campus activities and the university's annual report.

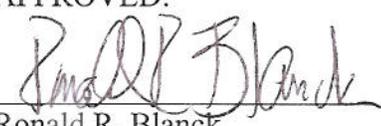
ADJOURNMENT

There being no further business on the agenda, Dr. Blanck adjourned the meeting of record at 11:30 a.m.

SUBMITTED:


Joshua Girton
Executive Secretary, Board of Regents

APPROVED:


Ronald R. Blanck
Chair, Board of Regents

Prepared by Janet S. Taylor