

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

**Meeting No. 139
May 17, 2002**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 17, 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 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Robert E. Anderson, M.D., Vice Chair
Lonnie R. Bristow, M.D., Member
John E. Connolly, M.D., Member
Ikram U. Khan, M.D., Member
Mr. Nelson M. Ford, Deputy Assistant Secretary of Defense for Health, Budgets and Financial Policy
James A. Zimble, M.D., President, USU
LTG James B. Peake, Surgeon General, U.S. Army
CAPT David S. Wade, representing the Surgeon General, U.S. Navy
Col Jay D. Sprenger, representing the Surgeon General, U.S. Air Force

Advisors 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
MG Harold Timboe, Commanding General, North Atlantic Regional Medical Center
RADM Kathy Martin, Commander, National Naval Medical Center
COL Michael Dunn, Commander, Walter Reed Army Health Care Systems
COL Johnnie S. Tillman, Commander, Defense Medical Readiness Training Institute

OPENING REMARKS

Mr. Alvarez announced President Bush's nomination of four new members to the USU Board of Regents. Although awaiting confirmation by the Senate, Mrs. Stierle, Dr. De La Pena and Dr. Madrigal are in attendance as observers.

PRESIDENT'S REPORT

Dr. Zimble introduced Patricia A. Hinton Walker, Ph.D., RN, FAAN, to the Board as the incoming dean of the Graduate School of Nursing. Dr. Walker served as dean at both the Mississippi College of Nursing and also the School of Nursing at the University of Colorado Health Sciences Center. She will begin her duties at USU on June 1, 2002.

Other topics included the following:

- Dr. Abdellah reported that the Graduate School of Nursing received an eight-year accreditation from the National League for Nursing Accrediting Commission. Eight years is the maximum accreditation possible.
- USU received compliments from the Liaison Committee on Medical Education for the system used to document students' clinical experiences across clerkship sites.
- A paper resulting from Part 1 of the Board's Metrics Project entitled, "Variables Associated with Attrition from USUHS Medical School," has been submitted for publication in *Military Medicine*.
- Dr. Hemming reported that the recently published proceedings of the 15th Conference on Military Medicine predicts changes that will soon affect military medicine and recommends changes needed in health care education to properly prepare future practitioners.

THE CONSENT CALENDAR

Following a reminder that any item can be extracted for clarification or discussion, Mr. Alvarez presented the Consent Calendar, which included the following:

Tab	1	Notice of Open Meeting, <u>Federal Register</u>
Tab	2	Members, Board of Regents
Tab	3	Charter, Board of Regents
Tab	4	Bylaws, Board of Regents
Tab	6	Minutes, Committee of the Whole, February 27, 2002
Tab	7	Minutes, Board of Regents Meeting, February 27, 2002
Tab	37	Report, Dean, School of Medicine
Tab	38	Report, Dean, Graduate School of Nursing
Tab	39	Report, Vice President, Office of Recruitment and Diversity Affairs
Tab	40	Report, Assistant Dean, Admissions
Tab	42	Report, Associate Dean for Student Affairs
Tab	46	Report, Vice President, Administration and Management and Director, Equal Employment Opportunity
Tab	50	Report, Director, Office of University Affairs
Tab	51	Report, USU Brigade Commander
Tab	53	Report, Director, Continuing Education for Health Professionals
Tab	55	Report, Director, Office of Review and Evaluation

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 February 27, 2002, Meeting as a Committee of the Whole and the Minutes of the February 27, 2002, Board of Regents Meeting.

2002 ANNUAL REPORT

Personally and on behalf of the Board, Mr. Alvarez thanked Dr. Anderson for his work on the Annual Report to the Secretary of Defense. This is the fourth year Dr. Anderson has chaired the report, each time spending long hours discussing its focus, delineating content and editing drafts.

Dr. Anderson reported that the current draft is the final one and, following a final edit, it will be submitted around June 1, 2002. It is expected that the 2003 report will focus on the University's program of research.

Dr. Bristow commented on the importance of the report as another voice in which to convey relevant University issues.

BOARD ACTIONS

Degree Granting – School of Medicine

Dr. Hemming presented for certification the Class of 2002. Each of the 163 students therein has completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degree of Doctor of Medicine on each member of the Class of 2002 as presented by Dr. Hemming and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the action.

Degree Granting – Graduate Education

Dr. Hemming presented for certification 25 graduate students to receive the degree of Master of Public Health, two graduate students to receive the degree of Master of Public Health-Health Services Administration, and two graduate students to receive the degree of Master of Science in Public Health.

Upon motion duly made and seconded, the Board

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

Dr. Hemming presented for certification three individuals, each to receive a Doctor of Philosophy, and one individual to receive a Doctor of Public Health.

Upon motion duly made and seconded, the Board

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

Degree Granting – Graduate School of Nursing

Dr. Abdallah presented for certification 13 individuals to receive the degree of Master of Science in Nursing. Twelve students completed the Family Nurse Practitioner Program; one student completed the Nurse Anesthetist Program.

Upon motion duly made and seconded, the Board

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

Faculty Appointments and Promotions

Dr. Hemming presented the recommendations made on April 15, 2002, by the Committee of Appointments, Promotion and Tenure. Twenty-one individuals were recommended for faculty appointments or promotions.

Following assurance from the Dean that each recommendation was still valid, and upon motion duly made and seconded, the Board

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

Dr. Hemming presented the first recommendation for a faculty appointment with the honorific academic title of International Professor. Dr. Anderson reminded those present that the concept and appointments would be subject to annual review. Dr. Laughlin suggested these appointments become part of the annual faculty review process.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of Dr. Hemming and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Abdellah presented the recommendation for a promotion made on April 8, 2002, by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure.

Dr. Zimble requested that Dr. Patricia Hinton Walker, Incoming Dean, Graduate School of Nursing, be appointed as a tenured Professor of Nursing in the Department of Nursing Research. This appointment is in accordance with USUHS Instruction 1100, Paragraph 8.2, Enclosure 4.

Upon motion duly made and seconded, the Board

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

Dr. Zimble requested that Dr. Faye Abdellah be appointed Dean Emerita, Graduate School of Nursing. Dr. Abdellah will retire May 31, 2002, after nearly fifty years of service in the public sector as a nurse, an educator, a researcher, and an administrator. Dr. Abdellah has been Dean, USU Graduate School of Nursing, since 1993.

Upon motion duly made and seconded, the Board

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

Award Nominations

Dr. Hemming presented a recommendation to the Board that Donna M. Waechter, Ph.D., Associate Dean for Medical Education, receive the USUHS Distinguished Service Award for her contributions to the medical school curriculum and her coordination of accreditation self-studies.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of Dr. Hemming and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

New Graduate Program – School of Medicine

For the Board's consideration, Dr. Hemming presented a proposal for an interdisciplinary graduate program that will offer a new degree, the Master of Comparative Medicine (MCM). This new program provides an academic focus upon issues in laboratory animal medicine and meets the needs of students enrolled in any of the three Laboratory Animal Residency programs in the metropolitan area. Descriptive points covered by Dr. Hemming included the following:

- The new program is essentially a redesignation of graduate work already approved.
- In 1995 a program was established in the Department of Preventive Medicine and Biometrics and led to a Master of Public Health degree. Students in the program were primarily from the Army Veterinary Corps.
- The new program is designed to meet the needs of Public Health Service veterinarians working at the National Institutes of Health. Its focus is on laboratory animal medicine.
- The new program was approved by the USU Graduate Education Committee in April 2002.

In accordance with the Bylaws of the Board of Regents, the new program's establishment will be an agenda item in August 2002.

PRESENTATION: IMPLEMENTING THE USU STRATEGIC PLAN

Following a brief description of the planning process which occurred in April 2001, Dr. Zimble reviewed the University Strategic Plan:

- The plan identifies seven goals and over forty objectives within the goals.
- Twenty-two of these objectives were selected in FY 2002.
- Teams were formed to work on the selected objectives, involving well over 200 University employees.

Progress toward achieving each of the seven goals is reported to Dr. Zimble quarterly and a summary of this work was presented to the Board.

Goal One: We will enhance the reputation of USU as a premier health sciences academic institution with a unique global and military perspective.

Lt Col Miller summarized progress on Goal One:

- Increased public visibility since September 11 has enabled growth in understanding the unique roles and values of the University.
- A joint USU/HPSP recruiting effort is becoming a reality.
- Alumni participation in recruiting efforts is growing.
- Data will be gathered regarding the perception that a Service assignment to USU is detrimental to career growth and opportunities for promotion.

Much of the discussion that followed Lt Col Miller's report focused on recruiting efforts and the size and description of the current applicant pool. Dr. Zimble remarked that ideally the gender and ethnicity of the uniformed medical corps is similar to the population served. He also said USU needs to be more concerned with the quality of overall applications to military medicine as 85 percent of yearly accessions into military medicine come from the HPSP program, which currently garners only two applications for each available slot.

Goal Two: We will anticipate changes in society, medicine and the military to meet the academic and unique needs of health care delivery in the MHS.

Col Turner discussed Goal Two:

- The University needs to be an active participant in all professional military and academic organizations all the time.
- The University needs to educate the faculty on our health care system both the business and quality sides.
- The University needs to develop a "think tank" in order to keep striving for the objectives in this Goal.

The discussion that followed focused on how important measuring these objectives will be, as well as the need to find financial backing.

Goal Three: We will optimize resources to efficiently and effectively implement USU core capabilities.

The Action Teams organized under Goal Three focused on the implementation of best business practices. Mr. Rice reported that the following strategies have been accomplished:

- A single, University-wide space committee has replaced the two committees previously in place. The USUHS Space Committee meets monthly under the leadership of Dr. Richard Andre, Chair.
- Several purchasing options have been identified which allow increased flexibility and simplified procurement systems for appropriate departments.
- Policies have been written and rates determined to allow appropriate support cost recovery by the University for work performed under grants, certain contracts and special programs authorized by Congress.
- Due to a newly developed internal tracking system, the processing time for each Standard Form 52 (SF-52) within USU has been reduced by about 33 percent. Scheduling more convenient and timely meetings of the SF-52 Review Committee has also improved the hiring process.

- The USU Instruction review process has been improved by lengthening the review cycle of each Instruction and accomplishing the reviews by E-mail rather than hard copy.

Two strategies under Goal Three remain open:

- A draft business plan format has been completed which creates a standard method of making comprehensive business decisions for the University. The plan requires identifying needed resources, the impact on other programs and the project's place within the Strategic Plan.
- The replacement or modernization of the University's resource management information system. Our current system is over 15 years old and lacks the sophistication and ease of use new financial software applications have. It also lacks interfaces with other Department of Defense systems.

Goal Four: We will build a sustaining financial base.

Mrs. Ahern reported on the objective chosen under Goal Four for emphasis in FY 2002 – increased research and resource funding for the University.

- Excellent feedback was received from the first issue of USU's new magazine, which is externally focused and represents an important avenue for increasing awareness of the University and highlighting its mission.
- Groundwork is in place for a more solid program of alumni giving, although resources need to be invested in developing and sustaining an accurate alumni database.
- The Class of 2002 initiated a unique ten-year class gift to the University by beginning an endowment in Medical Education.

Goal Five: We will optimize our role in military and federal medical education and research.

Three objectives under this goal are being addressed in FY2002. Dr. Kaminsky reported on progress in each:

- It is important that coursework at USU address and promote military medical readiness, public health, and force protection. The team working on this objective has evaluated each course on a four-point scale denoting emphasis on the above topics. Cataloguing this information and making it easily accessible is the next step.
- A plan has been established to increase the University's research capacity, especially that which is relevant to the military. The plan includes promoting DoD research issues and programs and encouraging USU faculty to participate by submitting applications.
- One team under Goal Five has been working on policies and processes which assure that USU is in compliance with the many regulations governing research and knowledgeable regarding important research issues which include human and animal use, bio- and radiation safety, conflict of interest compliance (which differs among agencies) and ethics considerations. The team recommends that a compliance coordinator be hired for the University.

Following general discussion regarding USU's ability, as an institution, to be aware of and avert the mistakes of other research facilities, especially concerning the protection of human subjects, it was decided that the Office of Research would engage in a biannual

review of current research errors and ascertain what system safeguards we have in place, or need to put in place, so a similar incident would not happen here.

Goal Six: We will create a powerful, committed and energized University family.

Mrs. Dix summarized progress on the four objectives currently being addressed under this goal, which focus on various segments of the 9,500 people in the USU family:

- Several existing databases have been merged in pursuit of the goal to create a comprehensive faculty E-mail database, which includes billeted faculty, those serving at all clinical sites and adjunct faculty.
- USU's new mission statement, "Learning to care for those in harm's way," has been developed and successfully launched.
- Progress has been made toward defining resources necessary to improve communication with USU alumni. When the system is in place, it will provide graduates with information helpful to their careers and, on a volunteer basis, provide the University with a database of expertise in vital areas.
- A team of faculty and staff has met several times to define ways and means of improving communication within and about the University. Team recommendations include providing specialized "packages" of information to new faculty, established faculty (both at USU and off-site), department chairs, alumni, staff and the general public.

Goal Seven: We will effectively communicate the right information to the right people at the right time.

Dr. Schinski reported that five teams have been reviewing current modes of communication in the University and making recommendations and/or changes aimed at improvements:

- The distribution lists for hard copy information have been reviewed, redefined and changed.
- Electronic modes and methodologies have been reviewed and deficiencies identified. Additionally, electronic distribution lists are being redesigned and policies for their maintenance thought through.
- The improvement of off-site communication is being accomplished by reviewing available methods and knowledge regarding their use. A "users' guide" for University electronic communications will be written and distributed and training for all USU newcomers will also occur.
- Methods of communicating with everyone quickly, as in emergency situations, have been reviewed and cost studies are underway.
- Following decisions concerning USU's communication systems, policies and procedures will be written and distributed.

CORE REPORTS

Budget

Mr. Rice began his report with an overview of Congressional funding received through Defense Health Program appropriations—about \$26 million in Operations and Maintenance

funds and about \$28 million in Research, Development, Testing and Evaluation funding. Together these appropriations account for about 44 percent of USU's budget. About half of these appropriations flow to other institutions but remains under the University's review.

A mid-year financial review with each of the University's academic and administrative leaders identified travel funding to support student clerkships as a primary concern. Aside from additional costs due to traveling farther, more students have also needed off-base housing, which is more expensive. Mr. Rice has requested additional funds for this "must pay" bill, and a reduction in other University travel budgets has been imposed to help offset the shortfall.

Following a brief review comparing the University's annual appropriations and quarterly obligations as of April 30, 2002, Mr. Rice summarized issues presented to the Office of the Secretary of Defense and the Office of Management and Budget in his recent mid-year briefing. Additional money was requested in the following areas:

- Student travel for mandatory clerkships;
- The Applied Human Biology Program – for infrastructure upgrades
- The Center for Traumatic Stress – for programs and research regarding the consequences of trauma and disaster; and,
- A magnetic locking system – to improve building security and safety for the four main buildings at USU.

In conclusion, Mr. Rice summarized priority issues the University's FY 2004 Program Objective Memorandum. This list of 11 programs has been slightly revised:

- The Center for Traumatic Stress has been added, and,
- The Distance Learning and Teleconferencing Program has been extracted from a larger issue and moved to priority 5.

Recruitment and Admissions – Graduate Education

Dr. Helke reviewed recent recruitment statistics for USU graduate programs at both the masters and doctoral level:

- For 2002-2003, 260 applications have been received, 96 applicants have been offered admission and 70 percent of the offers have been accepted.
- Although there are fewer applications to the masters programs (most are for the Master of Public Health) than to doctoral programs, the offers made and acceptance rates are much higher at the master's level.
- Although there are many more applications from civilians (152) than from military personnel (107), a greater percentage of offers made and offers accepted come from the military.
- In August 2002, two military officers will be matriculating into the Ph.D. program in Applied Human Biology.
- One student has been accepted into the combined Ph.D./M.D. program and will begin her work towards a Ph.D. in Neuroscience this fall.
- Recruitment concerns include stipend and health insurance issues (USU's package lags behind other area medical schools) and the recent difficulties in bringing foreign students to USU programs.

Ensuing discussion led to two requests for information to be presented at the August meeting:

- Dr. Bristow requested a closer look at underrepresented minority applications coming to the USU graduate program; and,
- Dr. Zimble requested a list of how many students each department has the capacity to enroll.

AWARD PRESENTATIONS

The afternoon portion of the meeting began with award ceremonies:

- Following remarks by Mr. Alvarez in memory of Dr. Johns, Dr. Zimble and Dr. Porter presented the Carol J. Johns, M.D., Medal to Rosemary Borke, Ph.D., and to Val Hemming, M.D., for their outstanding service to University students and faculty at all levels.
- Mr. Alvarez and Dr. Zimble presented the 2002 Board of Regents Award to Ensign Christina Zavari. This award is the highest honor a graduating senior can receive.
- Mr. Alvarez and Dr. Zimble presented the Distinguished Service Medal to Faye Abdellah, Ed.D., Sc.D., RN, in recognition for her service to the Graduate School of Nursing, and to Val Hemming, M.D. for his service to the F. Edward Hébert School of Medicine.
- Mr. Alvarez and Dr. Zimble presented the Exceptional Service Medal to Mrs. Mary Dix in recognition for her service to the University.

SEMIANNUAL REPORTS

Administration and Management

Mrs. Dix reported that construction of a new building on the USU campus is closer to becoming a reality. The cooperation of the Navy Bureau of Medicine has been immense and the project currently is waiting for design authorization from the Defense Medical Facilities Office.

The need for additional space has been partially met by the use of five buildings no longer needed by the National Naval Medical Center. Memoranda of understanding giving USU the responsibility for these buildings are completed. Renovation and allocation of space within these buildings are in various stages of completion. Mrs. Dix said University faculty and staff are working to establish grant funding to assist in paying for the operating costs of these structures.

Mrs. Dix concluded her report by summarizing ongoing repairs to the University's infrastructure. These include laboratory renovations, the HVAC replacement project and repairs to the campus plaza.

Teaching and Research Support

Dr. Schinski summarized current activities and concerns in some of the nine centers of teaching and research support he directs. His remarks included the following:

- The Audio Visual Center is moving from film-based imaging to digital imaging under the guidance of its new director, Mr. Crawford.

- The Biomedical Instrumentation Center is upgrading several large pieces of equipment researchers cannot afford individually. Space is a primary concern in this effort.
- The Center for Multidisciplinary Services provides much of the University's teaching support. Recently, computers were purchased for student workstations in the Year One teaching laboratories. Many computer-based educational applications have been developed since their introduction.
- USU's Learning Resources Center enjoys a national reputation as a leader in medical informatics and in providing electronic access to medical literature. A search is currently underway for a new director.

Dr. Schinski concluded with a description of the University's move toward a central, all-encompassing Corporate Database. Designed to track people, processes and property, the new database will replace the many separate "stove pipe" systems currently in use. The first component of the database was the Student Tracking and Record System (STARS II), and it is completed. A program for the operation of the pharmacy supply system has also been implemented. Other major components in various stages of completion include live animal management, civilian and military personnel records, property records, and alumni records.

University Development

Mrs. Ahern stated that responses to written communication efforts have been outstanding from several groups such as alumni, parents and faculty. She reiterated the need to solidify funding priorities based on the University's strengths and then engage in a strong marketing campaign aimed at obtaining major gifts. The ability to accomplish this depends to a great extent upon obtaining administrative staff support for mailings and database management.

General Counsel and Center for Technology Transfer

COL Baker reported on the University's Technology Transfer (T2) Program. His comments included the following points:

- The Bayh-Dole Act requires universities and government laboratories to set up technology transfer programs in order to ensure that inventions in those arenas become available for public use.
- USU's T2 Program also provides additional resources for research, development and educational programs.
- The program is a joint effort with the Jackson Foundation, and it involves research, inventions, patents and commercialization.
- A Joint Office of Technology Transfer and a Joint Patent and Technology Review Group have been established with the Jackson Foundation.
- Examples of USU's licensed technologies include antibody therapeutics, methods for improved vaccine development, and immunotherapeutics for cancer treatment.

Armed Forces Radiobiology Research Institute (AFRRI)

Dr. Zimble summarized the January 2002 Program Budget Decision 203C, which transfers AFRRI's funding and program management to the National Institutes of Health.

Work is ongoing to ensure that the institute's personnel and unique programs are not jeopardized by this decision

CLOSING COMMENTS

Dr. Zimble announced that President Bush has nominated a Regent to fill Dr. Anderson's seat on the Board, although the Senate has yet to confirm the nomination. He also informed the Board that Lt Gen Carlton will be retiring in September 2002. He recommended that both Dr. Anderson and Lt Gen Carlton receive the USUHS Distinguished Service Award.

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

Dr. Zimble also recommended that MG Timboe, who is retiring in June 2002, and Lt Col Miller, who is leaving the University in July 2002, receive the USUHS Distinguished Service Award.

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

ADJOURNMENT

There being no further business, Mr. Alvarez adjourned the meeting at 2:40 p.m.

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