

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

**Meeting No. 143  
May 16, 2003**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 16, 2003, 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. 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, MSN, RN, CNAA, Vice Chair  
Otis W. Brawley, M.D., Member  
Lonnie R. Bristow, M.D., Member  
Ikram U. Khan, M.D., Member  
Vinicio E. Madrigal, M.D., Member  
Robert E. Anderson, M.D., Former Member  
W. Douglas Skelton, M.D., Former Member  
Sharon A. Falkenheimer, M.D., Member Designate  
Lawrence C. Mohr, Jr., M.D., Member Designate  
James A. Zimble, M.D., President, USU  
MG Kevin C. Kiley, representing the Surgeon General, U.S. Army  
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States  
COL John M. Powers, representing the Assistant Secretary of Defense (Health Affairs)  
CAPT Thomas E. McGue, representing the Surgeon General, U.S. Navy  
Col Jay D. Sprenger, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board  
Larry L. Laughlin, M.D., Ph.D., Dean, School of Medicine, USU  
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU  
COL Jonathan H. Jaffin, Commander, Walter Reed Health Care Systems  
CAPT Paul E. Farrell, representing the Commander, National Naval Medical Center

**SWEARING-IN CEREMONIES**

Mr. Alvarez swore in Sharon A. Falkenheimer, M.D., and Lawrence C Mohr, Jr., M.D., as new Regents. Both Dr. Falkenheimer and Dr. Mohr were nominated by President Bush on January 21, 2003, and confirmed by the U.S. Senate on May 1, 2003.

**OPENING COMMENTS**

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	5	USU Strategic Plan
Tab	6	Meeting Calendar
Tab	7	Minutes, Committee of the Whole, February 3, 2003
Tab	8	Minutes, Board of Regents Meeting, February 4, 2003
Tabs	46	Report to the Board, Teaching and Research Support
Tab	47	Report to the Board, Graduate Education
Tab	48	Report to the Board, University Development
Tab	49	Report to the Board, Continuing Education for Health Professionals
Tab	50	Report to the Board, General Counsel
Tab	52	Report to the Board, Review and Evaluation
Tab	53	Report to the Board, University Affairs
Tab	54	Report to the Board, Armed Forces Radiobiology Research Institute

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 4, 2003, Board of Regents Meeting.

#### **PRESIDENT'S REPORT**

Following a welcome to new members, Dr. Zimble presented his report to the Board. His remarks included the following:

- Dr. Robert Anderson, former member of the Board of Regents, will receive the 2003 Curreri Award. This award, which is presented at Commencement, is given by the graduating class for exceptional service to USU.
- May 2003 recipients of the University Medal are Lt Gen Michael A. Nelson, USAF (Ret), John M. Sarvey, Ph.D., Leslie H. Sobin, M.D., Diane Solomon, M.D., and John W. Lowe, Director, Henry M. Jackson Foundation for the Advancement of Military Medicine.
- In December 2002, the General Services Administration surveyed Federal Advisory Committees throughout the Government. The Gallup Organization conducted the survey and results placed the Board of Regents among the top five advisory committees within the Department of Defense. Areas needing improvement as well as areas of excellence will be teased from the survey results and relayed to the Board.
- Dr. James Smirniotopoulos, Chair, USU Strategic Planning Committee, summarized the University's strategic planning efforts since his February 2003 report.
  - Accomplishments include reconciling proposed goals with USU's current plan, aligning the new goals with Health Affairs' plan, finalizing each of the five goals, and developing initial objectives in support of each.
  - USU's new goals, in order of priority, are
    - Education. The University will meet the nation's needs as the preferred source for uniformed healthcare education and training.
    - Military Service. The University will provide graduates and faculty who are expert in responding to threats from weapons of mass destruction, disaster and humanitarian relief, traumatic stress and preventive healthcare.

- Research. USU aims to become a leader in research that fosters basic and clinical healthcare to protect, sustain and enhance the fighting force and secure the public's health.
  - Leadership. USU will develop uniformed and federal leaders for national healthcare service focused on mission readiness and homeland security.
  - Stewardship. This goal's focus is to protect the human and physical resources of the University and optimize productivity while promoting a sense of family and community.
    - Next steps include gaining concurrence from the Board of Regents, broad dissemination of the plan throughout the University and gaining its consensus, and developing strategies to achieve each goal's objectives.
    - Dr. Zimble looks forward to input from the Board regarding the strategic plan.
- The Report to the University from the Middle States Commission on Higher Education has been received and is positive. The University concurs with all recommendations made, and comments from the survey as well as the self-study will be used in strategic planning.
- A survey for the Program in Nurse Anesthesia in the Graduate School of Nursing has been accomplished by the Council on Accreditation for Nurse Anesthetists and a positive report is expected.
- Additionally, the Graduate School of Nursing is in the process of establishing a chapter of Sigma Theta Tau Honor Society. Dr. Walker said this would be the first chapter chartered for Federal nurses and the idea has already generated much interest across the country.
- The Department of Defense and the Bank of America have congratulated the University on its lack of delinquent travel card accounts. USU thanks Mr. Rice for his stewardship in this area.
- The University is concerned with the entire military health care system. To this end, Dr. Zimble and Mr. Mannix are visiting Recruiting Commands around the country encouraging a focus on pre-med students and offering to collaborate with HPSP recruiters in order to enhance the quality and quantity of applicants to both USU and the HPSP. The Society of Medical Consultants is aiding this effort. General Morgan suggested that Service Chiefs also be involved.
- Colonel David Jarrett has been selected as the new director of the Armed Forces Radiobiology Research Institute. Colonel Jarrett will begin his new duties on June 24, 2003.

## DEANS' REPORTS

### School of Medicine

Dr. Laughlin asked for Board concurrence on an action taken by the Committee for Names and Honors that changes the name of the Department of Surgery to the Norman M. Rich Department of Surgery.

The Board, upon motion duly made and seconded,

**Voted by voice vote:** To concur with the action as submitted by Dr. Laughlin.

Other topics reviewed by Dr. Laughlin included the following:

- An in-depth look at the Department of Military Medicine and its curriculum is currently underway. Following this review, the search for a new chair will occur.
- The School of Medicine is planning a retreat in September 2003 for all department chairs to facilitate their skills in building departmental excellence through research and teaching.
- A fall conference is being planned to garner lessons learned from Operation Iraqi Freedom.

### **Graduate School of Nursing**

Dr. Walker's report covered a range of topics:

- Graduate nurses participated in the January 2003 Bushmaster exercise. It was a positive experience for both the medical students and the nurses.
- The Council on Accreditation of Nurse Anesthesia Education Programs (COA) review of USU's nurse anesthesia program was completed in April. Concerns regarding space on campus and diversity of case mix due to the war have both been addressed.
- GSN remains an example of Veterans Affairs/DoD interagency cooperation at its best. Current work involves designing continuing education programs in nursing which will be delivered via a web-based distance-learning platform.
- Other initiatives include work towards increasing GSN's national visibility and encouraging faculty to engage in research enterprises.

### **2003 ANNUAL REPORT**

Dr. Anderson reported that a cover letter from Mr. Alvarez regarding the University's contributions to the war effort has been added since the February draft and that the report is now ready for signatures.

Mr. Alvarez thanked Dr. Anderson for his commitment to the Board's annual report over the past several years.

### **BOARD ACTIONS**

#### **Degree Granting – School of Medicine**

Dr. Laughlin presented for certification the Class of 2003. Each of the 152 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 2003 as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the action.

Two students from the Class of 2003 have not satisfactorily completed the necessary requirements and may graduate off-cycle: 2LT Shahin Nassirkhani, USA and ENS Elisabeth A. Pimentel, USN. The Board, in accordance with its decision of August 2002, delegates graduation authority for the above named matriculants to the Dean, School of Medicine.

### **Degree Granting – Graduate Education**

Dr. Laughlin presented for certification seven graduate students, each to receive a Doctor of Philosophy, and one graduate student 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. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the action.

Dr. Laughlin presented for certification one individual to receive a Master of Military Medical History, four individuals to receive the degree of Master of Public Health-Health Services Administration, one individual to receive a Master of Tropical Medicine and Hygiene, and 34 individuals to receive the degree of Master of Public Health.

Upon motion duly made and seconded, the Board

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

### **Degree Granting – Graduate School of Nursing**

Dr. Walker presented for certification 14 graduate nursing students from the Family Nurse Practitioner Program to receive the degree of Master of Science in Nursing.

Upon motion duly made and seconded, the Board

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

### **Faculty Appointments and Promotions**

Dr. Laughlin presented the recommendations made on March 25, 2003, by the Committee of Appointments, Promotion and Tenure. Fifteen 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 President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Walker presented the recommendations made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on May 12, 2003. Two individuals were recommended for faculty appointments.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations of the Committee as presented by Dr. Walker and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the actions.

Dr. Laughlin requested that Prabir K. Chakraborty, Ph.D., be appointed Emeritus Professor of Obstetrics and Gynecology. Dr. Chakraborty, who will retire in June 2003, has been at USU since 1982 and has been Head, Research Division, Department of Obstetrics and Gynecology, since it was established in 1992.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendation as presented by Dr. Laughlin and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implements the action.

#### **Award Nominations and Honorary Degrees**

Dr. Zimble recommended that Mr. James P. Burke, Bureau of Medicine and Surgery, U.S. Navy, receive the USUHS Exceptional Service Award for his consistent support regarding the construction of a new University building.

Dr. Zimble also recommended that Prabir K. Chakraborty, Ph.D., receive the USUHS Exceptional Service Award for his service as founder of the Research Division, Department of Obstetrics and Gynecology, and as a professor in the department for more than 21 years.

Upon motions 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 presented three recommendations for Honorary Degrees made by the Committee on Names and Honors:

- Vice Admiral Richard H. Carmona, M.D., M.P.H., F.A.C.S., to be awarded a Doctor of Military Medicine and Surgery Honoris Causa
- John A. Mannick, M.D., to be awarded a Doctor of Military Medicine and Surgery Honoris Causa
- Major Alfred Rascon, MSC, USA, to be awarded a Doctor of Medical Jurisprudence

Upon motion duly made and seconded, the Board

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

#### **PRESENTATION: GRADUATE SCHOOL OF NURSING**

In response to a Board request in October 2002, when the Graduate School of Nursing (GSN) received Board approval for its doctoral program, Dr. Walker presented the Ph. D. program's evaluation plan:

- It is based on the American Association of Colleges of Nursing Indicators of Quality Research-Focused Doctoral Programs in Nursing.
- It addresses the following areas: program of study, students, faculty, internal/external resources, and evaluation.
- In each area, GSN has listed indicators of quality consistent with USU's mission, the discipline of nursing and the goals of the doctoral program.

- GSN sponsored a conference in April 2003, which, for the first time, brought together Ph.D. nurses throughout the Federal system to discuss research and available data sets. Reactions to USU's Ph.D. program were extremely positive.
- Focal points for GSN research are
  - Operational readiness in changing environments
  - Clinical decision-making in the Federal health system, and
  - Population health and outcomes.

Dr. Walker also presented the rationale for structural change in the GSN. Present limitations include:

- Difficulty in integrating additional programs equitably
- Faculty turnover when program needs change
- Possible conflicts of interest between faculty and student needs
- Lack of leadership opportunities for staff

Dr. Walker requested Board approval for restructuring the Graduate School of Nursing. Two departments and a center for research are proposed:

- Department of Health, Injury, and Disease Management
- Department of Operations, Risk, and Systems Management
- Faye Glenn Abdellah Center for Military and Federal Health Research
  - This center will complement the USU Office of Research Administration.
  - It will also expand the responsibilities of what is currently the Department of Nursing Research (which the new center will replace) by providing doctoral-level and faculty research opportunities and coordinating research activities throughout the GSN.

Following discussion and a summary by Mr. Alvarez, the Board agreed to vote on the concept of the new GSN structure and to revisit the names of the new departments at a later date.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the Ph.D. evaluation plan and the restructuring of the Graduate School of Nursing as presented by Dr. Walker and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

## **PRESENTATION: DIVERSITY AND ADMISSIONS**

Dr. Bristow previewed a forthcoming report from the Institute of Medicine concerning strategies to increase diversity among health care professionals in America. His remarks focused on the change a university's admissions philosophy and its resulting policies can make and included a description of successful strategies at two major universities.

- Stanford University has developed an admissions policy which involves:
  - Recognizing and promoting diversity as a core value of the institution.
  - Realizing that the admissions process, by favoring grades and MCAT scores, is prone to bias against minority students.
  - Training all those involved in the admissions process to recruit, review and interview applicants with the school's mission in mind.

- Creating evaluation forms that rank skill sets and personal attitudes in addition to scholastic records. These attitudes and attributes are given weight in the admissions process and include
  - How the candidate perceives him or herself,
  - Circumstances the individual has dealt with to reach candidate status, and
  - The candidate's commitment to public service.
- Defining an acceptable range for grade point averages and MCAT scores and making these variables less important than the consideration of the person.
- Additionally, Stanford's Early Matriculation Program (similar to USU's Post-Baccalaureate Program) builds confidence and skills in its participants as well as scholarship.
- Admissions policies at Duke University are similar to those at Stanford
  - A goal was set 15 years ago to double the school's underrepresented minorities in 10 – 20 years.
  - The graduate student program is seen as a resource for future faculty candidates.
  - The University used budget incentives to encourage every department to put forth a "reasonable effort" to increase its diversity.

In summary, Dr. Bristow said an institution's commitment to diversity must start at the administrative top and set goals that are achievable. Suggestions for USU included examining the weight placed on MCAT scores, defining the kind of students the University desires, and developing incentives. Dr. Zimble emphasized the importance of enlisting the support of each Surgeon General and added that a primary applicant pool exists among corpsmen and medics who are already committed to military service.

## **AWARD PRESENTATIONS**

The afternoon portion of the meeting began with award ceremonies:

- Following remarks in memory of Dr. Johns, Dr. Zimble and Mr. Alvarez presented the Carol J. Johns, M.D., Medal to Norman M. Rich, M.D., for his outstanding service to University students and faculty at all levels.
- Mr. Alvarez and Dr. Zimble presented the 2003 Board of Regents Award to 2<sup>nd</sup> Lt Amy Gammill. This award is the highest honor a graduating senior can receive.
- Mr. Alvarez and Dr. Zimble presented the Distinguished Service Medal to the Honorable Lonnie R. Bristow in recognition for his service to the University while Chair of the Board of Regents
- Mr. Alvarez and Dr. Zimble presented the Distinguished Service Medal to the Honorable W. Douglas Skelton in recognition for his service to the University as a member of the Board of Regents.
- Dr. Zimble and Mr. Alvarez presented the Distinguished Service Medal to MG Harold L. Timboe, USA (Ret) in recognition for his service to the University.
- Dr. Zimble and Mr. Alvarez presented the Exceptional Service Medal to Maj Gen Leonard M. Randolph, Jr., in recognition for his service to the University.

## **PRESENTATION: COLLABORATIVE PARTERSHIPS**

MG Harold Timboe (Ret) is currently at the University of Texas Health Science Center at San Antonio (UTHSCSA). He presented an overview of UTHSCSA and its interactions with military medicine. General Timboe's remarks included the following points:

- Medical school graduates number 200 each year.
- Wilford Hall Medical Center is an important partner in the school's graduate medical education.
- UTHSCSA is part of a Level I trauma consortium.
- Homeland security issues provide an important avenue of coordination between the academic institutions and military medical facilities in the San Antonio area.

## **REPORTS**

### **Core Report: Budget**

Mr. Rice reviewed the current financial status of the University. His remarks included the following points:

- Since February's report to the Board, about \$1 million has been received in the Operations and Maintenance (O&M) account for specific initiatives.
- The fiscal year is half over, and obligations are also at 50 percent.
- About 70 percent of USU's money is spent on salaries and other personnel expenses.
- Budgetary planning was able to occur at an earlier point in time than it has in the past. Institutionalizing this more appropriate planning cycle is a priority.
- The Equipment & Unfunded Requirements Review Committee has reviewed needs in the amount of \$4.7 million and recommended priorities to Dr. Zimble. Hopefully about half of this amount will be available for procurement.
- Currently 34 University laboratories are in some stage of renovation. One of the goals of this initiative is a standardized laboratory design.
- USU will be able to increase faculty salaries this year, but the increases will be based on merit.
- Areas of concern include:
  - A significant increase in the cost of utilities.
  - A continued rise in student travel costs due to necessary clerkships outside the National Capital Area.
  - Costs beginning in FY 2004 associated with the newly required Clinical Skills Assessment Examination for fourth year students.

### **Core Report: Student Management**

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

- The National Board of Medical Examiners recently raised the passing score of the USMLE Step 2 written examination by eight points. This will probably mean additional failing grades at USU.
- The Office of Student Affairs is looking at students' clerkship scores to determine their possible usefulness as predictors of success.
- A redefinition of subinternship will probably occur to ensure the experience remains in-patient based.

### **Core Report: Admissions and Academic Records, School of Medicine**

Mr. Stavish reported that the University received a 1.5 percent increase in applications for the 2003 First Year Class. He feels it is an indication that medical school applications are once again rising. Currently, 156 positions are filled in the 2003 First Year Class. Thirty-three percent are women, and nine percent are under-represented minorities. Although grade point averages and MCAT scores are slightly lower than in previous years, Mr. Stavish said applicants selected for admission are as academically qualified as previous matriculants.

### **Core Report: Recruitment and Admissions, Graduate School of Nursing**

Dr. Walker reported current admissions to the Graduate School of Nursing for June 2003:

- Nurse Anesthesia Program - 19
- Family Nurse Practitioner Program - 9
- Clinical Nurse Specialty Program - 9
- Ph.D. Program – 2 (Both candidates are from the Army; the program was approved out of cycle for 2003 Navy and the Air Force candidates.) Three additional records are currently being reviewed for acceptance to the Ph.D. Program.

### **Core Report: Recruitment and Diversity Affairs**

CAPT Macri summarized the department's quarterly activities highlighting the joint recruitment initiative that involves efforts for both USU and HPSP. Although the Navy has been most involved to date, the goal is to involve every Service.

### **Core Report: Graduate Education**

Dr. Helke presented current application statistics for the School of Medicine graduate programs:

- About 270 applications were received, resulting in offers of admission to 54 doctoral applicants and 50 masters degree applicants.
- Most of the masters offers are to uniformed officers; most of the doctoral offers are to civilians.
- Underrepresented minorities represent 10 percent of the offers.
- Two offers were made to the Ph.D./MD Program (one applicant has since decided to attend another institution).
- Currently resolved issues include:
  - Timely approval of international applicants by Health Affairs, and
  - An increased level of stipend support from the Dean's Research and Education Endowment Fund, at least for this year.

### **Semiannual Report: Alumni Affairs**

Ms. Willis presented current alumni statistics and reviewed activities in which USU alumni are involved. Her remarks included the following:

- To date there has been 3268 medical school graduates from the University.
- Approximately 80 percent of USU alumni remain on active duty.

- Many of our graduates, both doctors and graduate nurses, were deployed in support of Operation Enduring Freedom and Operation Iraqi Freedom; many more serve in supporting roles around the world.
- News articles featuring medical personnel directly or indirectly involved with the war have been numerous.
- USU alumni are becoming involved in recruitment activities and are making themselves available to talk with prospective students.

**Semiannual Report: United States Military Cancer Institute (USMCI)**

For the benefit of new Regents, Dr. Potter summarized the Institute's development of a single IRB for use in the National Capital Area. Other topics covered in his report included:

- The acceptance of the Institute into the Association of American Cancer Institutes.
- The decision of the USMCI to emphasize cancer epidemiology, prevention, and control. This coincides with the DoD's mission of a fit fighting force and also takes advantage of the large and unique amounts of data available for research efforts.

**ADJOURNMENT**

There being no further business, Mr. Alvarez adjourned the meeting at 3:40 p.m.

SUBMITTED:

APPROVED:



Charles R. Mannix  
Executive Secretary, Board of Regents



Everett Alvarez, Jr.  
Chair, Board of Regents

Prepared by Janet S. Taylor