

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

**Meeting No. 175  
May 20, 2011**

The Board of Regents of the Uniformed Services University of the Health Sciences met on May 20, 2011, 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  
Colleen Conway-Welch, Ph.D., M.S.N., Vice Chair  
Otis W. Brawley, M.D., Member  
Haile T. Debas, M.D., Member  
Michael M.E. Johns, M.D., Member  
Gen Charles C. Krulak, USMC (Ret), Member  
Lawrence S. Lewin, M.B.A., Member  
Kenneth P. Moritsugu, M.D., M.P.H., Member  
Gail R. Wilensky, Ph.D., Member  
Jonathan Woodson, M.D., Assistant Secretary of Defense for Health Affairs  
Charles L. Rice, M.D., President, USU  
Lt Gen Charles B. Green, USAF, MC, Surgeon General, U.S. Air Force  
MG Patricia D. Horoho, AN, USA, representing the Surgeon General, U.S. Army  
RDML Michael H. Anderson, MC, USN, representing the Surgeon General, U.S. Navy  
RADM Boris D. Lushniak, USPHS, representing the Surgeon General of the United States

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  
Ada Sue Hinshaw, Ph.D., R.N., FAAN, Dean, Graduate School of Nursing, USU  
COL Mark A. Melanson, MSC, USA, Director, Armed Forces Radiobiology Research Institute  
Christine M. Bruzek-Kohler, Ed.D., representing the Commander, Joint Task Force, National Capital Region Medical  
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79<sup>th</sup> Medical Wing  
COL(P) Norvell V. Coots, MC, USA, Commander, Walter Reed Army Health Care System  
CAPT David A. Bitonti, MC, USN, representing the Commander, National Naval Medical Center  
John E. Baker, J.D., General Counsel, USU

## **AWARD PRESENTATIONS**

Dr. Blanck and Dr. Wind presented the 2011 Carol J. Johns, M.D. Medal to Sheila M. Muldoon, M.D. Dr. Muldoon, an internationally recognized expert in the field of malignant hyperthermia, is a professor and former chair of the Department of Anesthesiology. The Carol Johns Medal honors a faculty member whose accomplishments emulate Dr. Johns' spirit by furthering the welfare of the USU faculty, promoting outstanding educational programs for students, and advancing the reputation of the university.

Dr. Blanck and Dr. Rice presented two awards. The Distinguished Service Medal was presented to the Honorable Colleen Conway-Welch in recognition of her many contributions to the university as a member of the Board of Regents from 2006 to 2011. Dr. Conway-Welch's term expired May 1, 2011.

Mr. John Frankenburg received the Exceptional Service Medal for his service from 1999 to 2011, and particularly for his contributions in recent years as the university's protocol officer.

Dr. Dale Smith, Senior Vice President, was awarded membership in the Order of Military Medical Merit, which recognizes distinguished service in the U.S. Army Medical Department. Dr. Blanck presented the Order's medallion to Dr. Smith.

## **OPENING COMMENTS**

Following welcoming remarks, Dr. Blanck presented a brief overview of the meeting agenda. He also summarized the process used in the Board's five year evaluation of the university's president:

- In December 2010, a contract was awarded to the Association of Governing Boards of Universities and Colleges to conduct the comprehensive assessment.
- Kenneth Shaw, Ph.D., a nationally known university administrator, was selected by the Board and the president as the designated consultant to carry out the process and to report the findings.
- The completed report has been received and will be discussed today in closed session.

## **MATTERS OF GENERAL CONSENT**

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

- Meeting dates for the coming year, noting that this year's Fall Meeting is October 24-25, and proposing that it be held off site in Cambridge, Maryland. The Board will be polled regarding this proposal.
- Minutes of the February 1, 2011, Board of Regents Meeting.
- Electronic approval by the Board in April 2011 of the Exceptional Service Medal to MG Carla Hawley-Bowland, MC, USA.

Upon motion duly made and seconded, the Board

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

## **REPORT FROM THE ACADEMIC REVIEW SUBCOMMITTEE**

Dr. Gibson, Executive Secretary, reviewed the Board's responsibilities as a Federal Advisory Committee following the completion of a subcommittee's report. His remarks included the following points:

- Although a subcommittee may accomplish its tasks privately, its completed work must be presented to and deliberated by the parent committee in a meeting open to the public.

- Following deliberations, the Board may accept the report as written, accept the report with comments or direct the subcommittee to conduct additional investigations.
- Following the Board's final endorsement, the report will be forwarded to the university president for appropriate dissemination.

The Academic Review Subcommittee completed its initial findings on time. Dr. Gibson expects the final version of the report, which will include Board comments and appropriate signatures, to be delivered June 15, 2011.

Dr. Johns, Subcommittee Chair, opened his report with thanks to both Dr. Gibson and Dr. Patrick Sculley, Senior Vice President for University Programs, Southern Region Office, for their exceptional assistance and support to the subcommittee. He also reviewed the subcommittee's membership, which was approved by the Secretary of Defense in September 2010:

- Akbar Ahmed, Ph.D.
- John Altenburg, Jr., MG (Ret)
- Lonnie Bristow, M.D.
- Jordan Cohen, M.D.
- Ronald Griffith, GEN (Ret)
- Carol Mutter, Lt Gen (Ret)
- Harold Shapiro, Ph.D.

Following a reminder that the subject areas addressed are in accordance with guidance received in the October 2010 Terms of Reference, Dr. Johns reviewed each of the subcommittee's draft recommendations. They are summarized below:

- Admissions
  - Correlate the actual performance of USU students with the information available at the time of their acceptance to the university.
  - Require respective Surgeons General to provide final endorsement of military applicants.
- Student Professional Development
  - Enhance military mentoring to ensure medical students understand and accept the oaths they take regarding becoming military medical officers.
  - Focus training on the necessary attitudes medical officers need, especially those needed to resolve conflicts between accomplishing military missions and fulfilling traditional duties as a physician.
  - Train personnel in the cultural, religious and sociological factors that influence medical care delivery.
  - Offer expanded mentoring by line officers to increase understanding of military missions.
  - Formalize objective peer input in the student evaluation system.
  - Assign military students in on-campus graduate programs to the USU Medical Brigade Command rather than Service personnel offices.
- Student Evaluations
  - Synchronize more effectively students' academic and military performance evaluations.
  - Better define the student honor code within the School of Medicine.
  - Maintain annual student evaluations using the most relevant indicators.

- Ensure that faculty and staff understand their roles in the student evaluation process. Training should include how to recognize and report instances when Brigade intervention is warranted.
- Make sure each student in the School of Medicine Graduate Programs has an effective faculty advisor.
- Have a specific individual responsible for coordinating annual officer performance reviews, including academic performance. Share these reviews with residency and fellowship directors when applicable.
- Policies and Procedures for Disenrollment
  - Clarify who is responsible for the student while in the Master of Public Health and fellowship programs.
  - Make sure probation, deceleration and disenrollment policies are objective processes and implemented uniformly.
- Security Clearance
  - Establish a hotline number for security and publicize the number adequately.
  - Add a personal security section to the School of Medicine Student Handbook.
- Faculty Development
  - Make sure administrators and faculty understand and teach the values of leadership and the standards of conduct befitting military medical officers.
  - Ensure that civilian faculty receive continuing training about military issues, including the meaning of the Oath of Commissioned Officers.
  - Enhance the faculty's ability to recognize and address shortcomings in students' non-academic performance.
  - Make sure faculty and staff understand that military students must comply with their obligations as officers, regardless of personal views.
  - Clarify that proper deportment is the responsibility of all faculty, staff and students.
  - Clarify the resources for and access to appropriate counseling services.
  - Institute a mechanism for tracking counseling sessions between graduate students and their academic or research advisors.
  - Use the university handbooks in faculty orientation classes to clarify who within the military structure is in charge of officership.
  - Make sure the limits regarding academic freedom are identified and defined clearly in written policy.
- Organizational or Structural Issues
  - Review the university's organizational structure; try to make it less complex.
  - Establish a process for reviewing all academic programs and departments periodically.
  - Establish the position of Inspector General at the university.

Ensuing discussion by the Board of Regents concerning the recommendations included the following points:

- Expand references to "military medical officers" to include the U.S. Public Health Service as appropriate.
- Clear lines of communication and responsibility are important in several areas, such as academic and non-academic student performance, mentoring and counseling services, and compliance with military responsibilities.

- Although distance education has many advantages, it is important to recognize that the “socialization of students” is essential and that small group or face to face interaction is necessary in many academic and non-academic situations.

Dr. Blanck and Dr. Rice thanked Dr. Johns , Dr. Gibson and the members of the subcommittee for their thoughtful and through review and subsequent report. Dr. Blanck requested that an update on the status of the final recommendations be presented to the Board in about one year.

#### **PRESENTATION: CONSORTIUM FOR HEALTH AND MILITARY PERFORMANCE**

COL O’Connor presented a brief history of the USU Consortium for Health and Military Performance (CHAMP), an overview of its structure, and some current accomplishments. His remarks included the following:

- CHAMP is a joint service effort focused on the health and best possible performance of military personnel.
- The consortium is involved in research, education and clinical care and focuses on communication and collaboration among these areas to obtain and transmit the best information to medical specialists, military leaders, troops and their families.
- The Human Performance Resource Center website ([www.HPRCONLINE.org](http://www.HPRCONLINE.org)) provides scientifically-based information on subjects such as physical fitness, nutrition, dietary supplements, and the demands of extreme environments.

#### **BOARD ACTIONS**

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

Dr. Laughlin presented for certification and approval the Class of 2011. Each of the 167 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 concur with the recommendation of the Student Promotions Committee as presented by Dr. Laughlin and to recommend that the President confer the degree of Doctor of Medicine on each member of the Class of 2011 as listed.

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

Dr. Hinshaw presented for certification two students to receive the degree of Doctor of Philosophy in Nursing. Dr. Hinshaw also presented for certification 31 graduate nurses having successfully completed requirements for the Master of Science in Nursing degree. Twenty-two students have completed the Family Nurse Practitioner Program, five have completed the Perioperative Clinical Nurse Specialist Program and four have completed the Psychiatric Mental Health Nurse Practitioner 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 33 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 April 1, 2011. Thirty 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.

Dr. Laughlin presented the appointment of Dr. Rosemary C. Borke to the rank of Emeritus Professor of Anatomy, Physiology and Genetics. Dr. Borke is a retired professor in the Department of Anatomy, Physiology and Genetics; she began teaching at USU in 1979.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the appointment as presented by Dr. Laughlin and to recommend that the President implement the action.

### **Program Approval – U.S. Army Postgraduate Dental School**

Dr. Sculley reviewed briefly the 2008 establishment of the university's Postgraduate Dental College, consisting of an Air Force school in San Antonio, Texas, and a Navy school in Bethesda, Maryland. The course of instruction in both schools leads to the Master of Science in Oral Biology.

The Army, which conducts comprehensive dentistry programs at Ft. Bragg, North Carolina; Ft. Hood, Texas; and Schofield Barracks, Hawaii, has recently requested affiliation with the Postgraduate Dental College. Each of the Army programs is similar in structure to the Air Force and Navy programs, and they are all well funded and staffed.

Dr. Sculley presented the following action items to the Board:

- Faculty appointments for 33 recommended candidates.
- A course of instruction leading to the Master of Science in Oral Biology.
- The propriety of initiating instruction this summer with the incoming graduate dental education class.

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 Mr. Bradley Beall, Deputy General Counsel, be awarded the USU Exceptional Service Medal. This nomination has been approved 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.

## **PRESIDENT'S REPORT**

Dr. Rice opened his report noting that Dr. Hinshaw recently received the Pioneering Spirit Award from the American Association of Critical Care Nurses. The award honors her many contributions to nursing research.

Other items in the President's Report included the following:

- Discussion continues regarding the need for graduate programs in biomedical informatics. Proposed degree programs, which would be established in partnership with the National Library of Medicine, include a Master of Science in Medical Informatics and a Graduate Certificate in Medical Informatics.
- The Naval Postgraduate School is interested in collaborating with USU in the development of an academic program focused on modeling and simulation in health care education.
- Dr. Woodson and Dr. Rice encountered about 30 USU alumni on a recent trip to Afghanistan and took note of high morale as well as competence. Dr. Woodson remarked that the university should be proud of its contributions to the highest ever survival rate in combat as well as its understanding of the importance of cultural competencies as the Department becomes increasingly involved in global health.
- Planning continues for Building F, which will provide needed research and education space for the university. Building F is currently in the Military Construction Planning Phase and slated for 2016.
- The Henry M. Jackson Foundation for the Advancement of Military Medicine recently honored "Heroes of Military Medicine." Recipients included: Senator Daniel Inouye, who received a Lifetime Achievement Award; General Peter Chiarelli; and Colonel Rocco Armonda. The National Veterans Suicide Prevention Hotline also received an award.

## **BOARD COMMITTEE REPORTS**

### **Academics Committee**

Dr. Debas, Acting Chair, summarized the four presentations heard by the committee.

- Dr. Laughlin's report focused on curriculum reform in the School of Medicine, which is characterized by the integration of basic and clinical sciences across all four years of medical school, early contact with patients, adaptation to new learning styles, and the use of advanced educational technologies. His remarks also included the following topics:
  - Applications for admission increased this year by 9.4 percent and there has been a 50 percent increase in underrepresented minority applicants holding positions in the class.
  - Currently there are four ongoing department chair searches.
- Dr. Hinshaw's report to the committee included the following topics:
  - The Graduate School of Nursing is actively involved in four faculty searches. Three research associate positions have also been advertised.
  - The name of the school's doctoral program has been officially changed to the Ph.D. Program (Nursing).
  - Formal approval has been received to transition the Master of Science in Nursing degree to the Doctor of Nursing Practice degree. This transition is in accordance with a mandate from nursing accrediting agencies.

- The Psychiatric Mental Health Nurse Practitioner Program has expanded to 14 students in 2011 to meet Service needs.
- Dr. Wind reiterated the Faculty Senate's support for the curriculum reform process and remains confident that all faculty members will work hard to ensure the new curriculum's successful implementation. Two ongoing concerns were also mentioned—the faculty's desire for involvement in administrative reviews, and the need for updating the document which defines USU faculty promotions and tenure.
- COL Melanson's report focused on the Armed Forces Radiobiology Research Institute's (AFRRI) assistance to Japan following the devastating earthquake and tsunami in March which damaged several nuclear power reactors. AFRRI personnel were part of the Medical Radiobiology Advisory Team which began work just a few days after the event and provided data concerning radiation levels and their risks. Also, COL Melanson is a member of a Department Working Group which is studying all available data to assess doses to U.S. service members and their families.

#### **Finance and Administration Committee**

Dr. Brawley summarized the primary points of each report presented to the committee.

- Mr. Rice described the financial challenges inherent in operating under seven consecutive Continuing Resolutions in FY 2011. Additionally, the university has experienced reductions in both salary and contracting accounts, and further reductions are likely due to the Secretary of Defense's cost containment initiatives.
- Mr. Tinling reported that the implementation of USU's new accounting system (Defense Agency Initiative – DAI) has been challenging. The new system is significantly different from its predecessor and learning to manage in the new environment has been difficult.
- USU is accredited by 17 professional organizations and certified by the Nuclear Regulatory Commission. The responsibilities of the Office of Accreditation and Organizational Assessment include oversight of all accreditation activities as well as organizational assessment programs. Mr. Henske described these roles and reported that the office has also conducted four internal inquiries on referred matters and completed the university's annual Statement of Assurance.

#### **REPORT FROM THE HENRY M. JACKSON FOUNDATION FOR THE ADVANCEMENT OF MILITARY MEDICINE**

Services provided by the Foundation to facilitate the university's research activities include grant and contract management, financial administration, infrastructure development and administrative support. Mr. Lowe addressed several aspects of these services in his report:

- The university's research base has grown in the past few years. Currently the Foundation manages over 200 projects onsite and 95 projects offsite with an extended funded value of more than \$690 million.
- The Joint Office of Technology Transfer enables collaboration between USU researchers and the private sector. Through Cooperative Research and Development Agreements and novel technology licensing, innovations are made available for clinical use and money is earned by both the university and its inventors. In FY 2010, 58 patents were filed on behalf of the university.

- Foundation support also includes fellowships to USU graduate students, annual assistance for Research Week and Education Day, production of the USU Annual Report and the management of 70 endowments with current assets of \$63 million.

### **PRESENTATION OF BOARD OF REGENTS AWARDS**

Dr. Blanck and Dr. Rice presented the 2011 Board of Regents Awards, which represent the highest honors graduating students can receive. The 2011 recipients are:

- ENS Dinchen Jardine, MC, USN, USU School of Medicine
- Ms. Kathleen Jones, School of Medicine Graduate Programs
- CPT Margo Jenkins, AN, USA, USU Graduate School of Nursing

### **Degree Granting - Graduate Education**

Dr. Metcalf presented for certification 29 candidates to receive graduate degrees in the biomedical sciences. Five candidates were presented to receive the degree of Doctor of Philosophy, one to receive the degree of Doctor of Public Health and two to receive a Master of Science. Eighteen candidates were presented to receive the degree of Master of Public Health and three candidates were presented to receive the degree of Master of Tropical Medicine and Hygiene.

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.

### **ADJOURNMENT**

There being no further business, Dr. Blanck adjourned the open portion of the meeting at 1:40 p.m.

SUBMITTED:



William T. Bester  
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck  
Chair, Board of Regents

Prepared by Janet S. Taylor