

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

**Meeting No. 136
August 14, 2001**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 14, 2001, 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. Lonnie R. Bristow, M.D., Chair, called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Lonnie R. Bristow, M.D., Chair
Robert E. Anderson, M.D., Vice Chair
Everett Alvarez, Jr., J.D., Member
John E. Connolly, M.D., Member
COL Robert S. Driscoll, representing the Assistant Secretary of Defense for Health Affairs
James A. Zimble, M.D., President, USU
LTG James B. Peake, Surgeon General, U.S. Army
RADM Robert H. Harry, representing the Surgeon General of the United States
Maj Gen James G. Roudebush, representing the Surgeon General, U.S. Air Force
CAPT David S. Wade, representing the Surgeon General, U.S. Navy

Advisors to the Board

H. Earl Fauver, Jr., M.D., representing the Dean, School of Medicine
Faye G. Abdellah, Ed.D., Sc.D., RN, Dean, Graduate School of Nursing
COL Michael A. Dunn, Commander, Walter Reed Health Care Systems
RADM Kathy Martin, Commander, National Naval Medical Center
COL Johnie S. Tillman, Commander, Defense Medical Readiness Training Institute
MG Harold L. Timboe, Commanding General, North Atlantic Region Medical Command

OPENING REMARKS

Dr. Bristow began the meeting with compliments for the leadership shown by both the administration and the faculty of the University. He also welcomed RADM Harry, representing the Surgeon General and CAPT Wade, representing the Surgeon General of the Navy.

PRESIDENT'S REPORT

Dr. Zimble updated the Board on the following items:

- Strategic planning process-- Seven goals and "champions" for each have been identified. Team leaders are scheduled to report in September; Dr. Zimble said he would report back to the Board in November with a draft Strategic Plan.
- Building E -- The Surgeons General have agreed to each contribute \$3 million to the building.

- Board vacancies--There are still three vacant positions on the Board. The University is waiting for word from the White House regarding when these positions might be filled.
- Associate dean appointments
 - Dr. Cinda Helke, Associate Dean for Graduate Education
 - Dr. Emmanuel Cassimatis, Associate Dean for Clinical Affairs.
- Dean Search Committee
 - The School of Medicine committee has completed its first screening of candidates. Seventeen people have been invited to continue.
 - The Graduate School of Nursing Dean Search Committee has been selected. It has not yet held its first meeting.

MEETING CALENDAR

Fall Meeting	November 13-14, 2001 (U.S. Naval Academy)
Winter Meeting	February 4-5, 2002
Spring Meeting	May 16-17, 2002
Summer Meeting	August 12-13, 2002

THE CONSENT CALENDAR

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 from Executive Committee Meeting, May 17, 2001
Tab 7	Minutes from Board of Regents Meeting No. 135, May 18, 2001

The Board, upon motion duly made and seconded, voted by voice vote to accept and approve the items submitted.

USU EXECUTIVE COMMITTEE

Dr. Bristow presented an overview of the recent USU Executive Committee Meeting he attended. Points included:

- The full commitment of the Surgeons General to the financial support of the University, even in times of relatively severe budgetary constraint;
- A brief review of USU course material which covers optimization in the military healthcare system and his concerns regarding some of the information; and,
- His feeling that a Board presence at Executive Committee meetings enhances the Board's ability to be accountable to accrediting bodies.

BOARD ACTIONS

Degree Granting

Dr. Fauver, Associate Dean, School of Medicine, presented for certification three individuals to receive graduate degrees in their respective programs.

The Board, upon motion duly made and seconded, voted by voice vote to confer the degrees as presented, and recommend to the President and to

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

Dr. Abdellah, Dean, Graduate School of Nursing, presented 12 individuals to receive a Master of Science in Nursing.

The Board, upon motion duly made and seconded, voted by voice vote to confer the degrees as presented, and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Appointments and Promotions

Dr. Fauver recommended that Lt Col Brian V. Reamy, USAF, MC, be appointed as the Chair of Family Medicine.

The Board, upon motion duly made and seconded, voted by voice vote to confer with the recommendation and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Fauver recommended that William H.J. Haffner, M.D., be appointed as the Chair of Obstetrics and Gynecology.

The Board, upon motion duly made and seconded, voted by voice vote to confer with the recommendation and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Fauver presented the recommendations made on July 12, 2001, by the Committee of Appointments, Promotion and Tenure. He recommended 29 individuals for faculty appointments and promotions.

The Board, upon motion duly made and seconded, voted by voice vote to confer with the recommendations and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Dr. Abdellah presented the recommendations made on July 9, 2001, by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure. She recommended two individuals for secondary faculty appointments and promotions.

The Board, upon motion duly made and seconded, voted by voice vote to confer with the recommendation and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the actions.

New Graduate Programs

Dr. Fauver presented to the Board for their approval a new graduate program in Applied Human Biology. The degree would focus on Undersea Medicine and Aviation Physiology. This program was developed in response to the specific requests made by the Services.

The Board, upon motion duly made and seconded, voted by voice vote to concur with the recommendation and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Abdellah informed the Board of a new Graduate School of Nursing program scheduled to begin in the academic year 2003. This program is in response to an identified need of the Federal Nursing Chiefs, and will train clinical nurse specialists. Dr. Abdellah will report at the next Board meeting with a full presentation.

Department Name Change

Dr. Fauver requested that the Board approve the proposal to change the name of the Department of Radiology and Nuclear Medicine to the Department of Radiology and Radiological Sciences to reflect the wider scope of the department and to give it more credibility among other schools. Following discussion, the Board agreed to table this item until a Scientific Director for the Armed Forces Radiobiology Research Institute (AFRRI) has been selected. The Board feels the boundary between radiology biology and radiology and nuclear medicine can then be better defined.

Award Nominations

Dr. Zimble recommended to the Board that Maj Gen Leonard M. Randolph, Jr., USAF, MC, receive the USU Exceptional Service Medal for his contributions to the University while serving as the Deputy Surgeon General of the U.S. Air Force.

The Board, upon motion duly made and seconded, voted by voice vote to approve the award as presented by Dr. Zimble and recommend to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Zimble recommended to the Board that Mr. Paul Stavrou receive the USU Exceptional Service Medal for his contributions to the University while serving as Director of Security.

The Board, upon motion duly made and seconded, voted by voice vote to approve the award as presented by Dr. Zimble and recommend to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Connolly announced that Dr. Zimble is the 2001 recipient of the Frank Brown Berry Award. The recipient of this prestigious award is recognized for outstanding service to military medicine. Cited were Dr. Zimble's contributions during his career in the Navy as well as his tenure as President of the University. Dr Zimble graciously accepted the award, "for the University."

Dr. Bristow reported on the August 13, 2001, Board retreat. Common understandings reached concerning the Board's functions and responsibilities, as well as areas needing improvement, included:

- A primary accountability to the Department of Defense and the general public;
- A primary responsibility for the University's accreditations;
- An important coaching function for USU; and
- A desire to improve communication among the alumni, the student body and the Board, perhaps through an alumni advisor and a student representative.

CORE REPORTS

Budget

Mr. Rice presented a budget status report emphasizing the third quarter of the fiscal year. His remarks included summary points and current concerns:

- Congressional Adds account for the variance shown in the University's actual versus planned obligations;
- A new Add this year is the Oxford House; USU received \$748 thousand for this project;
- At present, University funding stands at \$91.6 million;
- The University's supplemental request stands at approximately \$2.5 million. This is for the HVAC and plaza renovation projects. Although temporarily jeopardized, it seems we will now receive these funds; and
- At the end of July, USU spending is 88 percent obligated.

Mr. Rice concluded his remarks with a brief comparison of annual appropriations and quarterly obligations by line item within the operations and maintenance section of the budget.

Following a question from Dr. Bristow regarding the comparability of faculty salaries with other medical schools in the area, Dr. Zimble described a few of the complexities involved. USU is constrained differently from institutions such as the National Institutes of Health and the Department of Veterans Affairs.

Dr. Anderson initiated a discussion concerning per diem rates in the University's Department of Laboratory Animal Medicine. Mr. Rice will soon provide the administration with historical information regarding these rates, which will help guide future decisions.

Dr. Bristow complimented Mr. Rice for his report, and also asked that department reports be added to future budget presentations. He said these enable the Board to stay attuned to program support and therefore are useful indicators of academic quality.

Recruitment and Admissions

Graduate School of Nursing

Dr. Abdellah reported that 29 students will be entering the Graduate School of Nursing. She said that the number of Army students has increased because all family nurse practitioner training has been committed to USU.

Dr. Abdellah also reported that every nurse anesthesia student in the GSN Class of 2000 passed the certification examinations. The average scores of USU graduates were significantly higher than the national average.

Office of Recruitment and Diversity Affairs

Lt Col Miller stated that she and Mr. Stavish are developing a strategic recruitment plan for the University. She presented slides illustrating USU matriculants (both total number and number of under-represented minorities) by state. Discussion followed concerning where in the United States the University should focus recruiting efforts.

Mr. Lowe suggested the possibility of supporting an annual award for the alumnus most actively involved in recruiting.

Dr. Zimble raised the possibility of each Service giving up approximately three slots and filling these slots with students accepted into USU's Post-baccalaureate Program.

Office of Admissions and Academic Records

Mr. Stavish reported current statistics focusing on the decrease in medical school applications, both nationally and at USU. He said the recruitment plan being developed will have multiple stages, so if the University "can't afford it all, we can do all we can afford."

Mr. Stavish also described current difficulties with new software from the American Medical College Application Service (AMCAS), which verifies application information.

Student Management

Dr. MacDonald reported that the University's pass percentage on the Step 1 Examination of the National Board Medical Examination (NBME) dropped slightly this year, probably due to the fact that NBME recently changed the passing standard. Historically, the University's over-all performance (class mean) has been slightly below the national average, but the number of students that pass the examination the first time has been slightly higher than the national average. Dr. MacDonald will report back to the Board when national statistics become available for comparison.

Dr. MacDonald also reported that 85 percent of USU students are placed in a "first choice" residency (that is, for desired specialty and location), and that 93 percent are placed in the specialty of choice.

Dr. Wittman explained the long-term model he uses to predict NBME Step 1 performance. Factors identified include:

- MCAT subtest scores in the physical and biological sciences,
- Overall performance during the first year of medical school, and
- Coursework performance in microbiology and pathology.

AWARD PRESENTATION

Dr. Bristow and Dr. Zimble presented the University's Distinguished Service Medal to William H. J. Haffner, M.D., CAPT, USPHS, for his service to the University.

SEMIANNUAL REPORTS

Research

Dr. Kaminsky reported that the Office of Research has processed 245 extramural grant applications since October 1, 2000, some of which go through the Jackson Foundation and some directly funded from the University. During the same time period, 165 intramural grant applications have been processed. Dr. Kaminsky said there is generally about a one-year turnaround time between applications and awards. Extramural grants awarded since October 1, 2000, number 103, for a total of \$15 million. The National Institutes of Health (NIH) is the University's largest single funding agency, and grants from NIH have grown considerably over the last five years. These grants are called RO-1's, and are generated by individual faculty members at USU. These grants also provide a foundation for larger collaborative grants, some of which are Program Project Grants. USU will receive its first Program Project Grant shortly; it is an AIDS grant.

Additionally, two new programs have come to USU through Congressional funding. One is the Oxford House Project, which will look at the effectiveness of an alcohol rehabilitation program, and the other is the establishment of a post-polio study.

Dr. Kaminsky complimented the University's Institutional Review Board (IRB), which reviews all research projects involving human subjects in order to ensure participants' protection. He also complimented the Merit Review Committee, which critically reviews intramural grant applications for research relevant to the military.

Dr. Kaminsky's concluding remarks expressed faculty concerns regarding two issues – space and salary. USU faculty members who successfully garner research dollars are being heavily recruited by other universities. Additionally, academic departments which have built successful research programs must be accorded appropriate space so they can continue to grow. These issues are both complex and deserving of Board attention. Discussion followed concerning various techniques of recruiting faculty and/or building departments and how these often differ depending upon a clinical or basic science focus.

Dr. Bristow stated that a research report broken out by department would be useful from the Board's perspective. He also said an occasional focus upon an individual investigator would be interesting.

Medical Education

Dr. Waechter presented a status report regarding the University's up-coming reaccreditation by the Middle States Commission on Higher Education. As part of the process, Dr. Elizabeth Sibolski, the commission liaison for USU, visited the campus May 18, 2001. Although her follow-up response was generally positive, Dr. Sibolski recommended that information be added to the self-study design regarding USU's outcomes assessments and how these will then be used to improve the University.

Faculty Affairs

Dr. Marks presented a new academic title for Board action. "International Professor of ...", had been brought to the Board and discussed at the May 18, 2001, Board of Regents Meeting. He stated that a peer review process had been added to the concept to maintain consistency and quality. This process will be headed by the department chair.

The Board, upon motion duly made and seconded, voted by voice vote to concur with the recommendation of Dr. Marks, and recommend to the President and to the Acting Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Marks also spoke of the need for recognizing the physicians at clinical teaching sites who contribute to University students' medical education during rotations. He proposed that a careful process be developed which would allow "primary academic appointments" to be awarded to such individuals.

Continuing Education for Health Professionals

CAPT Mead reported that in July the Accreditation Counsel for Continuing Medical Education (ACCME) awarded the University full accreditation for four years. She said the ACCME is stressing the importance of outcome assessments and that the University needs to focus efforts on evaluating programs. The continuing education program was also recently reviewed by the American Nurses Credentialing Center (ANCC). CAPT Mead stated it is likely the university will receive a six-year accreditation for nursing, but notification has not yet been received.

She also reviewed the Continuing Health Education Schedule of Offerings for FY 2001 and FY 2002.

Commandant, School of Medicine

LCDR Erickson proposed that the University develop and give a tri-service officer indoctrination course to all matriculants before their University orientation and class initiation. Presently, time constraints before the first year of medical school as well as the following summer make it difficult for students to attend their service-specific course. Other advantages include significant cost savings for each service as well as the opportunity for incoming classes to develop a sense of esprit de corps. Following discussion, it was resolved to further investigate the proposal.

Henry M. Jackson Foundation

Mr. Lowe reported on current foundation activities. His remarks included the following points:

- The foundation's Council of Directors met on June 12, 2001. The annual budget and the foundation's accomplishments in 2000 were presented.
- Two USU students were recently selected to receive the Henry M. Jackson Foundation Fellowship Award. This award provides stipend and travel support during the fifth year of study. Sara B. Newman, a graduate student in the

Department of Preventive Medicine and Biometrics, and Kimberly Lyn Kalupa, a graduate fellow in Medical and Clinical Psychology, received the awards.

- The Joint Office of Technology Transfer can review invention disclosures and patent and license new technologies. One goal of the office is to facilitate commercialization of the technologies developed at USU.

Faculty Senate

Dr. Conran presented the Faculty Senate Annual Report. Events and activities of note included:

- Four Faculty Assemblies in addition to the Packard Lecture;
- Developing an up-to-date Faculty Senate web page;
- Developing a database containing 2300 Faculty Assembly members;
- Sponsoring USUHS Research Day 2001; and
- The inauguration of the Dr. Carol Johns Medal.

According to Dr. Conran, there are areas of dissatisfaction among civilian faculty and non-billeted military faculty involving issues such as poor communication and a lack of recognition.

CLOSING COMMENTS

Dr. Bristow briefly reviewed the focus of each Board meeting:

Summer	Planning
Fall	Assessment
Winter	Report Preparation
Spring	Graduation

ADJOURNMENT

There being no further business, a motion was made, seconded, and duly passed to adjourn the meeting at 2:00 p.m.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Lonnie R. Bristow
Chair, Board of Regents

Prepared by Staff
Board of Regents