

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

**Meeting No. 140
August 13, 2002**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 13, 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 8:45 a.m. The following members and advisors were in attendance:

Board Members

Robert E. Anderson, M.D., Vice Chair
Lonnie R. Bristow, M.D., Member
L. D. Britt, M.D., Member
John E. Connolly, M.D., Member
William C. De La Peña, M.D., Member
Vinicio E. Madrigal, M.D., Member
Linda J. Stierle, MSN, RN, CNAA, Member
James A. Zimble, M.D., President, USU
VADM Richard H. Carmona, Surgeon General of the United States
RADM Alberto Diaz, Jr., representing the Surgeon General, U.S. Navy
COL John M. Powers, representing the Assistant Secretary of Defense for Health Affairs
COL Jonathan H. Jaffin, representing the Surgeon General, U.S. Army
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
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
Howard E. Fauver, Jr., M.D., representing the Dean, School of Medicine, USU
COL Alan L. Moloff, Commander, Defense Medical Readiness Training Institute
COL Dale K. Block, representing the Commanding General, North Atlantic Regional Medical Center
CAPT Michael J. Krentz, representing the Commander, National Naval Medical Center
Col David C. Houglum representing the Commander, Malcolm Grow Medical Center

AWARD PRESENTATIONS

Dr. Zimble and Mr. Alvarez presented the Distinguished Service Medal to Donna M. Waechter, Ph.D., in recognition of her contributions to USU's many accreditation processes.

The Honorable Robert E. Anderson, M.D., received the University's Distinguished Service Medal in recognition of six years of service as a member of the Board of Regents.

In addition to his quarterly duties, Dr. Anderson selflessly contributed his time and talents year after year to the Board's annual report to the Secretary of Defense. Dr. Anderson also served as Vice Chair from 2000 to 2002.

SWEARING-IN CEREMONIES

Mr. Alvarez introduced and welcomed four new members of the Board of Regents. L. D. Britt, M.D., Norfolk, Virginia; William C. De La Peña, M.D., Whittier, California; Vinicio E. Madrigal, M.D., Kenner, Louisiana; and Linda J. Stierle, MSN, RN, CNAA, Annapolis, Maryland, were nominated by President Bush April 15, 2002, and confirmed by the U.S. Senate on August 1, 2002. After being sworn in by Mr. Alvarez, each new Regent signed an Appointment Affidavit.

PRESIDENT'S REPORT

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

- A summary of USU graduation statistics over the past ten years—96.7 percent of matriculants graduated.
- A USU strategic planning retreat will be held in late August to review progress made in FY 2002 and to plan action for FY 2003. Input from Board members and advisors is welcomed.
- The Navy has endorsed construction of an Academic Program Center on campus. Money for the building's design is expected in FY 2003.
- A tribute by Senator Inouye to Dr. Faye Abdellah, Dean Emerita, Graduate School of Nursing, appeared in the Congressional Record on May 16, 2002, and a tribute to Dr. Val Hemming, Dean Emeritus, F. Edward Hébert School of Medicine, given by Senator Sarbanes, appeared on May 17, 2002.
- The Institute of Medicine's (IOM) recent report, "Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care." Dr. Zimble agrees with the IOM committee that a diverse student body and medical school faculty are important in addressing current disparities. Dr. Bristow noted the evidence in social psychology literature that examines how attitudes operating at a subconscious level affect patient care.

THE CONSENT CALENDAR

Tab	1	Curriculum Vitae: L. D. Britt, M.D.
Tab	2	Curriculum Vitae: William C. De La Peña, M.D.
Tab	3	Curriculum Vitae: Vinicio E. Madrigal, M.D.
Tab	4	Curriculum Vitae: Linda J. Stierle, MSN, RN, CNAA
Tab	5	Notice of Open Meeting, <u>Federal Register</u>
Tab	6	Members, Board of Regents
Tab	7	Charter, Board of Regents
Tab	8	Bylaws, Board of Regents
Tab	9	USU Strategic Plan
Tab	12	Meeting Calendar
Tab	13	Minutes, Committee of the Whole, May 16, 2002
Tab	14	Minutes, Board of Regents Meeting, May 17, 2002
Tab	15	Draft Minutes, USU Executive Committee, May 28, 2002

Tab	35	Report, Dean, Graduate School of Nursing
Tabs	36-37	Reports, Deputy Vice President, Office of Recruitment and Diversity Affairs
Tab	38	Report, Assistant Dean for Admissions and Academic Records
Tab	40	Report, Associate Dean for Student Affairs
Tab	42	Report, President, Faculty Senate
Tab	43	Report, President, Henry M. Jackson Foundation

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 May 17, 2002, Board of Regents Meeting.

PRESENTATION: RESEARCH STATUS AT THE UNIVERSITY

Dr. Kaminsky presented an overview of USU's FY 2001 research program to the Board. Research at the University is divided into three categories: intramural programs, extramural programs, and Congressional programs.

- Intramural programs
 - Consist of Department of Defense (DoD) dollars from either Program 6 or Program 8 funds
 - Program 6 dollars fund basic research which support DoD directives
 - Program 8 money supports research important to USU as a military medical school, such as start-up research into a specific disease affecting force protection
 - USU's intramural research totals about \$2.8 million
 - Almost \$2 million of this money is research in the basic sciences; individual grants range from \$15 - \$27 thousand
 - Other categories include clinical science research, money for instructional development, research initiated by medical students, and support for graduate student research
- Extramural programs
 - Funding totals about \$42 million and is almost evenly divided between DoD and nine other Federal agencies
 - Some DoD money (about 14 percent) stays at USU; the remainder, although coordinated by the University, goes to support our off-campus faculty at various Military Treatment Facilities
 - USU faculty competes with other universities for grants from "other Federal agencies"
 - These grants provide a good comparative metric for USU vs. other medical schools
 - Grants from the National Institutes of Health (NIH) fall into this category; NIH is the major sponsor of health research in the country
 - From FY 1996 to FY 2001, USU grants from NIH have grown from about \$2 million to \$16.7 million
 - Dr. Kaminsky hopes to continue this upward trend by involving a greater percentage of faculty in writing research grants
 - Presently USU ranks about 84 out of 125 medical schools in garnering NIH research dollars; that is, the bottom of the middle third

- The University's goal is to move to the top of the middle third over the next five to ten years
 - A small amount of additional extramural funding comes from various associations and foundations
- Congressional programs
 - Support research programs specifically designated by Congress
 - USU involvement is largely administrative, distributing and coordinating funds to specific military facilities or other health care providers throughout the U.S.
 - The University's involvement in these programs provides a vital service to the military healthcare system
 - In FY 2001, Congressional funding totaled \$36.6 million

Dr. Kaminsky concluded his presentation with USU research statistics broken down by academic rank and also by department in both the basic and clinical sciences. The departments of microbiology, anatomy, pathology, and clinical and medical psychology have already or nearly achieved the University's goal regarding NIH research dollars.

The discussion which followed Dr. Kaminsky's presentation centered on the following topics:

- The importance of research in facilitating good teaching
- The importance of acknowledging faculty and students who are engaged in submitting and acquiring research grants
- The importance of knowing which professors, associate professors and assistant professors are not currently funded and have not submitted an application within the past 18 months.

CORE REPORT: BUDGET

Mr. Rice informed the Board that since his May 2002 report, the University's Operations and Maintenance, Defense Health Program (O&M, DHP) budget increased about \$3 million. Almost half of these additional funds were received in response to mid-year review requests in the following areas:

- Student travel – for mandatory clerkships
- The Applied Human Biology Program – for infrastructure upgrades
- The Center for Traumatic Stress – for laboratory renovations and equipment
- A magnetic locking system – for improved building security on the USU campus

Mr. Rice addressed the following topics in the remainder of the budget report:

- USU had about 83 percent of its O&M, DHP account obligated by July 31, 2002, which in general will allow an orderly closure of the fiscal year.
- The Other Procurement, DHP account exists to purchase equipment costing over \$100 thousand. About \$9 thousand remains out of the \$473 thousand this account received in FY 2002. This remainder will be "banked" with the Navy and returned to the University in FY 2003.
- Congressional appropriations for specific programs comprise the Research, Development, Testing and Evaluation, DHP. About half of this almost \$28 million has been obligated and contracts for the remainder are imminent.

- The Research, Development, Testing and Evaluation, Defense Agency appropriation supports USU's Intramural Research Program. As of July 31, 2002, an appropriate 68 percent of this account has been obligated.
- Financing for the final phase of the University's HVAC system will hopefully be completed within the next 18 months.
- Funding for the Armed Forces Radiobiology Research Institute (AFRRI) in FY 2003 may be complicated if the fiscal year begins with a Congressional Continuing Resolution. For the benefit of new Board members, Mr. Rice summarized some of the current issues regarding AFRRI.

Dr. Zimble presented an overview of the funds within USU's budget that are earmarked by Congress for specific programs. One of the most recent of these is the U.S. Military Cancer Institute, which received about \$2.5 million in FY 2002. He recommended that Dr. Potter, Director, brief the Board at its February 2003 meeting.

BOARD ACTIONS

Degree Granting – School of Medicine

Dr. Fauver presented for retroactive certification Thomas O. Moore and Eran Greenberg, who have completed the requirements necessary to be awarded the degree of Doctor of Medicine and to enter graduate medical education. Both students have been added to the Class of 2002 Graduation List.

Upon motion duly made and seconded, the Board

Voted by voice vote: To retroactively confer the degrees as presented by Dr. Fauver.

Following a summary of previous discussions, the off-cycle graduation of students was delineated: Each May, when classes in the School of Medicine and in the Graduate School of Nursing are presented to the Board for certification, any student who has not satisfactorily completed the necessary requirements will be listed by name in the meeting minutes. Following completion of requirements, the Board delegates the authority to the Dean, School of Medicine and the Dean, Graduate School of Nursing to confer the appropriate degree upon matriculants so specified.

Upon motion duly made and seconded, the Board

Voted by voice vote: To delegate graduation authority as stated above and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Degree Granting – Graduate Education

Dr. Helke, Associate Dean for Graduate Education, presented for certification three individuals to receive graduate degrees.

Karen Kopydlowski
Doctor of Philosophy
Department of Microbiology and Immunology

Angel Soler-Garcia
Doctor of Philosophy
Department of Microbiology and Immunology

Joseph Nielsen
Doctor of Philosophy
Department of Molecular and Cell Biology

Upon motion duly made and seconded, the Board

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

Faculty Appointments and Promotions

Dr. Fauver presented the recommendations made on June 18, 2002, by the Committee of Appointments, Promotion and Tenure. Ten individuals were recommended for faculty appointments or promotions; one individual was recommended for a six-month sabbatical leave.

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. Fauver presented the recommendation that Bascom F. Anthony, M.D., be appointed Emeritus Professor of Pediatrics. Dr. Anthony retired in the summer of 2002.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation and 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

The first reading of an interdisciplinary graduate program offering a Master of Comparative Medicine (MCM) was presented for the Board's consideration in May 2002. The program's focus is on laboratory animal medicine and it is designed to meet the needs of veterinarians in the uniformed services. Following a summary of relevant points by Dr. Smith, the Board

Upon motion duly made and seconded,

Voted by voice vote: To approve the establishment of an interdisciplinary program in comparative medicine and its associated degree, the Master of Comparative

Medicine, and to recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

New Graduate Program – Graduate School of Nursing

Dr. Hinton Walker presented a proposal to extend the graduate nursing program to the doctoral level. Her remarks and ensuing discussion included the following:

- Faculty recruitment and enrollment of students to begin in FY 2003
- The degree granted is the Ph.D.
- The focus of the program is Federal/military operational nursing and the Federal Nursing Chiefs recommend emphases in clinical practice, administration and education
- The preparation of future nursing faculty for USU is an additional desirable outcome
- The program enhances the reputation of USU as a premier health sciences academic institution
- About one percent of nurses in the U.S. hold doctoral degrees; this program's numbers will also be small
- Unique areas of concentration include force protection, operational readiness, and international health
- Quality of research will be monitored by National Research Services Award and American Association of Colleges of Nursing criteria as well as University standards

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

Award Nomination

Dr. Zimble presented a recommendation to the Board that Linda L. Porter, Ph.D., receive the USUHS Distinguished Service Medal for her accomplishments while serving as President of the Faculty Senate from July 2001 to June 2002.

Upon motion duly made and seconded, the Board

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

PRESENTATION: CURRENT ISSUES IN MEDICAL EDUCATION

Dr. Cassimatis presented information to the Board on four major issues:

- National Residency Matching Plan Lawsuit
 - Filed in May 2002, the suit alleges that organizations in charge of graduate medical education collude and that therefore wages and employment specifics for resident physicians violate federal antitrust law
 - Will probably take around three years to decide
 - Financial consequences could be significant
- Clinical Skills Assessment Examination (CSAE)

- Since the mid-1980's, task force work in graduate medical education ongoing to create a valid and reliable clinical skills examination
- Plan endorsed in the 1990's that includes standardized patients; administered throughout the 1990's in Canada following PGY 1
- Pilot studies ongoing in U.S. medical schools
- Current National Board of Medical Examiners plan introduces the CSAE in mid-2004 at about six fixed test centers around the country
- Cost per student is about \$1000, plus travel expenses
- In June 2002, the American Medical Association resolved that the CSAE be further studied and that states currently using it defer from doing so
- American Board of Medical Specialties (ABMS)/Accreditation Council for Graduate Medical Education (ACGME) Competencies
 - The ACGME is responsible for accrediting residency programs in the US by developing standards and judging programs against those standards
 - Judging programs through a structure and process-oriented approach is being replaced with evaluations focused on outcomes
 - Putting the new approach in place is complicated as the system is large-- about 700 institutions and almost 8,000 accredited programs are involved
 - The ACGME undertook a long-term project to identify what to measure and develop assessment tools
 - Six general competencies were identified: patient care, medical knowledge, practice-based learning and improvement, interpersonal and communication skills, professionalism, and, systems-based practice
 - Implementation has begun; the new approach will continue to be phased in until 2011
- Resident Work Hours
 - Patient and resident safety issues have recently focused attention on residents' duty hours
 - Both the public and private sector are asking for regulation
 - The ACGME established a work group on resident duty hours in September 2001; a final report was submitted in June 2002
 - The new duty hour requirements include
 - Maximum of 80 hours per week, averaged over four weeks
 - Maximum of 24 hours continuous duty
 - Minimum of 10 hours recovery time
 - Call no more than one night in three
 - One day in seven free of all clinical responsibilities
 - The ACGME also strengthened adherence to duty hour standards, including the possibility of losing programs due to lack of compliance
 - Implementation of these new requirements is set for July 2003

Dr. Cassimatis concluded with comments about the impact of these issues on USU and the Military Healthcare System. The delineation of competencies affects medical school curricula as well as graduate medical education. Duty hour requirements will significantly impact graduate medical education and teaching hospitals. And finally,

the CSAE will require a University budget increase of around \$500 thousand in 2004-2005.

Mr. Alvarez asked that Dr. Cassimatis keep the Board apprised of new developments in each of the issues presented.

PRESENTATION: PATIENT SAFETY

CAPT Merchant reported on the University's involvement in patient safety and how it supports the DoD Patient Safety Program. The Center for Education and Research in Patient Safety (CERPS) is the educational component of the department's program. CERPS will develop curricula and courses at the basic level (such as officer courses), for undergraduate USU and HPSP students, at the graduate level (both in medicine and nursing), and at the executive level. Center personnel will be coordinating efforts with several external organizations, including the National Center for Patient Safety under the Veterans Health Administration, and the Agency for Healthcare Research Quality. Appropriated funds for the Center are received from the Tricare Management Activity. Start-up funds of about \$0.5 million were received in FY 2002. By FY 2004, it is expected that the Center will receive over \$2 million, some of which will support research.

Dr. Bristow remarked that the combination of the Veterans Health Administration's expertise in patient safety and USU's expertise in distance learning presents a unique opportunity for the University to be recognized, especially if knowledge is shared with civilian medical schools.

REPORTS

Core Report: Recruitment and Admissions, Graduate Education

Dr. Helke provided an update on unfilled student capacity in the graduate programs at USU.

- In general, masters programs are full. Exceptions include two new programs in applied human biology and one new program in military medical history.
- A survey of current Ph.D. programs reveals space for an additional 30 students. The University could essentially double the number of its Ph.D. candidates.
- To fully use USU's graduate capacity, additional staff time and marketing efforts are needed.
- In response to Dr. Bristow's inquiry regarding programs' disparity among racial and ethnic groups in acceptance offers made by USU, Dr. Helke reexamined the data considering only those applicants who were fully eligible. Using this criterion, disparity still remains for underrepresented minorities.
- Suggestions were invited regarding the application of current qualitative measures, or designating improved ones. Dr. Zimble suggested placing a stronger "command focus" on the process.

Semiannual Report: Medical Education

Dr. Waechter briefed the Board on the University's upcoming reaccreditation by the Middle States Commission on Higher Education. University accreditation is required in order to maintain program accreditation within the School of Medicine and the

Graduate School of Nursing. A preliminary visit to USU by the chair of the site visit team will occur in November 2002. The University's self-study subcommittees have submitted final reports, which will be edited into a self-study document and submitted prior to the chair's preliminary visit. The actual team visit will occur March 30 – April 2, 2003. Dr. Waechter reported that substantial emphasis is put on an institution's assessment of how well it is accomplishing its educational goals. Dr. Zimble said the site visit team will want to meet with members of the Board.

OTHER BUSINESS: BUSHMASTER RELOCATION

Due to events following the September 11, 2001, attacks, Operation Bushmaster 2001 was held at the Marine Corps Base, Quantico, Virginia, rather than at Camp Bullis, Texas. Over the past year, there has been discussion concerning a permanent relocation of the exercise. At the invitation of Mr. Alvarez, Department of Military and Emergency Medicine staff presented a brief report on this issue to the Board.

- Of sites considered, the best were Camp Bullis, Texas; AP Hill, Virginia; Aberdeen Proving Ground, Maryland; and Marine Corps Base Quantico, Virginia
- Fort Bragg, North Carolina, has yet to be evaluated
- Currently, Camp Bullis is the only site offering needed casualty support and vehicle/driver availability
- The University saves around \$90 thousand per year if Bushmaster participants avoid air travel

Following discussion, the Board agreed that an excellent simulation exercise might well be more important than cost savings for transportation.

ADJOURNMENT

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

SUBMITTED:

APPROVED:



Bobby D. Anderson
Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor
Staff, Board of Regents