

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

**Meeting No. 148
August 3, 2004**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 3, 2004, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. A 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 9:00 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
Sharon A. Falkenheimer, M.D., Member
Lawrence C. Mohr, M.D., Member
James A. Zimble, M.D., President, USU
David N. Tornberg, M.D., representing the Assistant Secretary of Defense (Health Affairs)
RADM Richard G. Wyatt, representing the Surgeon General of the United States
COL James K. Gilman, representing the Surgeon General, U.S. Army
CAPT Louis A. Damiano, representing the Surgeon General, U.S. Navy
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors 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 Alan L. Moloff, Commander, Defense Medical Readiness Training Institute
Lt Col David E. Anisman, representing the Commander, Malcolm Grow Medical Center
John E. Baker, General Counsel, USU

OPENING COMMENTS

Following a reminder that items of consent can be extracted for clarification or discussion, Mr. Alvarez presented the Consent Calendar:

Tabs	30-33	Reports to the Board, Administration and Management
Tab	35	Report to the Board, Clinical Affairs
Tab	38	Report to the Board, Brigade
Tab	39	Report to the Board, Armed Forces Radiobiology Research Institute

The Board, upon motion duly made and seconded,

Voted by voice vote: To accept as submitted agenda items presented for information.

Dr. Wolcott, Executive Secretary, reported that the Board's Executive Committee was polled regarding the award of a Distinguished Service Medal to both VADM Michael L. Cowan, who is retiring as Surgeon General of the Navy, and LTG James B. Peake, who has retired as Surgeon General, U.S. Army. The Committee approved both awards.

The Board, upon motion duly made and seconded,

Voted by voice vote: To ratify the Executive Committee's action

Dr. Wolcott also asked for approval of the minutes from the May 14, 2004, Board of Regents Meeting, which have been changed to reflect slight grammatical corrections, and the May 13, 2004, Committee of the Whole Meeting.

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of both aforementioned meetings.

PRESIDENT'S REPORT

Dr. Zimble summarized items of discussion from the July 2004 USU Executive Committee Meeting:

- The possibility of creating "stabilized billets" at the University for positions such as specific department chairs, which would be managed by the Executive Committee
- A new recruiting initiative aimed at enlisted personnel interested in military medical careers
- The advantages of providing basic training for matriculants at the University rather than attending their service-specific training
- The current support among the surgeons general for promoting USU medical students from O-1 to O-2 following successful completion of their second year
- The value of each Service and the University sharing various databases to provide unique epidemiological studies.

Dr. Zimble complimented Ms. Mary Dix for her efforts over the past three years to secure financial stability for the Center for Combat Casualty Research, the Center for Disaster and Humanitarian Medicine and the Center for the Study of Combat Stress. Largely through Ms. Dix's ability to articulate their value, these centers have received funding to launch a distance learning initiative concerning weapons of mass destruction.

Dr. Zimble concluded his final report as President of the University by thanking both the faculty and administrative staff.

DEANS' REPORTS

School of Medicine

On behalf of the School of Medicine, Dr. Laughlin thanked Dr. Zimble for his tireless leadership over the past 13 years. Topics covered in his report to the Board included:

- USU's student population. Currently there are 166 students enrolled in graduate programs and 659 medical students under instruction.

- A policy change concerning research salaries. The goal of this initiative is to incrementally fund (over the next five years) research and technical support salaries through grants.
- Two current searches for department chairs--Military and Emergency Medicine and Pathology.
- A change of location for the University's military medical field exercises. These culminating student activities will be moved to Fort Indiantown Gap, Pennsylvania, which is a training command. Also, beginning in the summer of 2005, the first and fourth year exercises will occur together.
- The addition of intersessions. The School of Medicine is considering intersessions which will bring third- and fourth-year students back to campus for a few weeks, allowing practice for the new Clinical Skills Assessment.

Graduate School of Nursing

Dr. Walker announced that the revised Committee of Appointments, Promotion and Tenure (CAPT) Document for the Graduate School of Nursing has been reviewed and approved. She highlighted changes that had been discussed at the May Board of Regents Meeting:

- All adjunct appointments for associate and full professor faculty will continue to be approved by the Board. When timing is of great importance, the candidate's title will include "nominee" until Board action is taken.
- The CAPT Document now clearly states that masters-prepared teachers can only be placed in the tenure-ineligible track.
- Tenure decisions can be considered separately from promotion decisions.

Dr. Walker mentioned several topics currently being addressed by student research. These subjects include geographic disparities in new-born screening; an examination of health literacy; needed competencies for disaster response teams; and issues concerning phantom pain. She also said work continues with the Federal Nursing Chiefs regarding the impact of nursing shortages on the military and federal health systems.

PRESENTATION: USU ENDOWMENT

Dr. Wolcott updated the Board regarding the creation of a capital endowment fund for the University. The USU Alumni Association was the focus of his remarks.

- It is a non-profit organization with 501 C(3) status.
- A new website is being developed which will allow alumni to join online and will enhance gathering career information.
- The association will sponsor reunion weekends beginning in September 2005.
- The association's membership goal is 85 -95 percent of USU graduates.

Dr. Wolcott said that a second organization, the "Friends of USU," has also been incorporated as a private non-profit organization in Maryland. This organization's goal is to raise private money for strategic projects which will increase USU's name recognition. The first of these is a documentary film on military medicine using the University as a focal point.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Laughlin presented for certification four candidates to receive graduate degrees—two to receive a Master of Science in Public Health, one a Master of Tropical Medicine and Hygiene, and one, a 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 implement the actions.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine's Committee of Appointments, Promotion and Tenure at a meeting on June 15, 2004. Twenty-two 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 a recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on June 28, 2004, which appoints Dr. Sandra Bibb as an associate professor (without tenure).

Upon motion duly made and seconded, the Board

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

BOARD COMMITTEE REPORTS

Presidential Search Committee

Following a brief overview of the search process, Dr. Wolcott reported that the committee has received 31 applications to date. At the beginning of the process, seven of the applications are not yet administratively complete (e.g., awaiting references); at the end of the process, six applicants have been invited thus far for a formal public interview.

Ms. Stierle, as Administrative Oversight Committee Lead, said that following the selection of a new president, the committee would revisit the succession process and forward recommendations to the Board based on lessons learned in the current search.

Annual Report to the Secretary of Defense

The University's experience in field medical readiness training will be the topic of the Board's 2005 Annual Report. Dr. Zimble suggested recounting the history and

evolution of both the Bushmaster Exercise and Operation Kerkesner. Other suggestions for the report included:

- An appendix containing points from the recent Association of American Medical Colleges report on improving medical education in the United States along with descriptions of how the University has long addressed many of these concerns
- A description of the Graduate School of Nursing's distance learning platform
- In response to recent discussions in the *New England Journal of Medicine*, a description of the University's course content concerning posttraumatic stress and medical ethics

Mr. Alvarez announced that Dr. Brawley will join Dr. Falkenheimer as a member of the Annual Report Committee, and that an outline of the 2005 report will be discussed at the Fall Meeting.

UNIVERSITY REPORTS

Executive Report: Budget

Mr. Rice reported that during the past quarter the University's Operation and Maintenance (O&M) budget increased by almost \$4 million, bringing the overall funding level to \$95,473,000. He also stated that three-fourths of the way through fiscal 2004, the O&M obligation rate coincides at 76 percent.

Challenges for FY 2005 include rising utility bills and student travel costs for clerkship rotations as well as supporting the new Clinical Skills Examination from a smaller budget base than FY 2004.

In conclusion, Mr. Rice presented a graph depicting the University's total educational and general expenses from FY 1998 to FY 2003. Compared variables included research, instruction costs (primarily faculty salaries), plant operation and maintenance, academic support, student services and graduate student support. Within that timeframe, the 170 percent jump in research dollars is the most significant.

Standing Report: Admissions, Graduate School of Nursing

Dr. Walker reported that the 14 admissions to the GSN Ph.D. program in August 2004 clearly achieve the school's goal of diversity among the Services--each military Service and its reserve component, as well as the Public Health Service and the Department of Veterans Affairs, is represented.

Standing Report: Recruitment and Diversity Affairs

CAPT Macri said the University's recruitment strategy for FY 2005 will focus on three areas:

- Recruitment at undergraduate career and medical school fairs primarily within driving distance
- Development of mentoring relationships between USU students and faculty with science interest groups at local high schools
- Work with the Services on the development of a program for enlisted personnel interested in a military healthcare career.

Standing Report: Admissions and Academic Records

Mr. Stavish reported that applications for the 2005 First Year Class increased seven percent over the previous year. Although the declination rate was 42 percent, the grade point average of the incoming class is 3.5. Underrepresented minorities comprise five percent of the 2005 First Year Class.

Standing Report: Student Management

Following best wishes and compliments to Dr. Zimble, Dr. MacDonald reported the results of the USMLE Step 1. The examination's first-time failure rate among USU's medical students is 6.8 percent, which is "very respectable" for a large medical school.

Semiannual Report: Research

Dr. Kaminsky briefed those present on the University's research infrastructure, including two recent reviews of USU's Human Research Protections Program. He also described the Renovation Committee's ongoing work, relating that 11,000 square feet of laboratory space has been updated in the past few years.

Semiannual Report: Faculty Senate

Dr. Agoston relayed current concerns of the Faculty Senate, which include space allocation issues, the faculty evaluation and promotion process, laboratory safety, and issues regarding class attendance.

Semiannual Report: Faculty Affairs

Dr. Marks reviewed the continuing revision of USUHS Instruction 1100, which denotes the University's policy regarding the appointment, promotion and tenure of faculty. Some procedures simply need updating while others need revising due to changes in DoD regulations. Challenges include promotion practices, especially for deployed military personnel.

Semiannual Report: Medical Education

Dr. Waechter described the School of Medicine's Executive Committee on Curriculum, which was established in response to the Liaison Committee on Medical Education (LCME) accreditation standards in the summer of 2000. During the 2003-2004 academic year, the committee focused on the following:

- An assessment of alumni performance in the internship year, including the transfer of 1200 paper evaluation records into an electronic database to increase analysis capability
- Consideration of adding intersessions to the curriculum, which would bring third- and fourth-year students back to campus occasionally. Intersessions would allow "orphan topics" such as patient safety and clinical pharmacology to be taught, as well as give faculty a change to assess students' clinical skills before they take the Clinical Skills Assessment Examination
- The establishment of a group which will coordinate the communication skills curriculum across all four years of medical school.

Semiannual Report: Henry M. Jackson Foundation

Mr. Lowe read a letter honoring Dr. Zimble from Mr. Philip Odeen, Chairman, Council of Directors, Henry M. Jackson Foundation for the Advancement of Military Medicine.

CLOSING COMMENTS

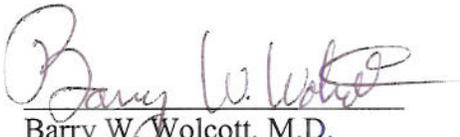
On behalf of the Board of Regents, Mr. Alvarez thanked Dr. Zimble for his contributions to the University over the preceding thirteen years. Mr. Alvarez noted Dr. Zimble's vision and foresight, his broad expertise, and his personal commitment and sacrifice. He stated that Dr. Zimble helped make USU the well-respected institution it is today.

ADJOURNMENT

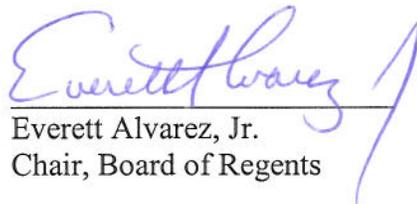
There being no further business, Mr. Alvarez adjourned the meeting at 12:05 p.m.

SUBMITTED:

APPROVED:



Barry W. Wolcott, M.D.
Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor