

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

**Meeting No. 164
August 5, 2008**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 5, 2008, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda 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. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Colleen Conway-Welch, Ph.D., M.S.N., Member
Lawrence C. Mohr, Jr., M.D., Member
Charles L. Rice, M.D., President, USU
S. Ward Casscells, M.D., Assistant Secretary of Defense for Health Affairs
RADM Steven K. Galson, USPHS, Acting Surgeon General of the United States
Maj Gen Melissa Rank, USAF, NC, representing the Surgeon General, U.S. Air Force
RDML Michael H. Mittelman, MSC, USN, representing the Surgeon General, U.S. Navy
BG Rhonda L. Cornum, MC, USA, representing the Surgeon General, U.S. Army
Joseph E. Kelley, M.D., representing the Assistant Secretary of Defense for Health Affairs

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 Patricia K. Lillis-Hearne, MC, USA, Director, Armed Forces Radiobiology Research Institute
Col John P. Mitchell, USAF, MC, Commander, Defense Medical Readiness Training Institute
COL Norvell V. Coots, MC, USA, Commander, Walter Reed Army Health Care System
COL Leon E. Moores, MC, USA, representing the Commander, National Naval Medical Center
John E. Baker, J.D., General Counsel, USU

AWARD PRESENTATION

Mr. Alvarez and Dr. Rice presented the Exceptional Service Medal to Dennis R. Stutz in recognition of his many contributions to the university as Director, Center for Multidisciplinary Services. Mr. Stutz served as director from August 1989 to June 2007.

OPENING COMMENTS

Following welcoming remarks and introductions, Mr. Alvarez reviewed action taken since the Spring Meeting regarding the establishment of a DoD School of Nursing. On May 22, 2008, a letter from the Board over the signature of the Chair was forwarded to the Secretary of Defense. A summary of the Board's discussion of the issue at the May Meeting and a copy of

the university's report to Congress analyzing the feasibility of undergraduate nursing programs at USU accompanied the letter. These documents all recommend pursuing existing alternatives to the fullest extent before investing in new programs. In his closing remarks, Mr. Alvarez thanked Dr. Conway-Welch for her significant contributions to the Board's discussion and understanding of this important issue.

MATTERS OF GENERAL CONSENT

Mr. Alvarez presented matters of general consent which consisted of three items:

- Meeting dates for the coming year
- Minutes of the May 15, 2008, meeting of the Working Committee
- Minutes of the May 16, 2008, Board of Regents Meeting

Upon motion duly made and seconded, the Board

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

PRESIDENT'S REPORT

Dr. Rice opened his report by summarizing the role of the Joint Task Force National Capital Region-Medical and recommending that the task force commander be appointed an advisor to the university's Board of Regents. RADM John Mateczun, MC, USN is the current commander of the joint task force.

The Chair agreed with the President's recommendation and on behalf of the Board requested that Dr. Rice invite the Commander, Joint Task Force National Capital Region-Medical to become an advisor to the USU Board of Regents.

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

- The appointment of Dale C. Smith, Ph.D., as Senior Vice President, and the selection of BG William T. Bester, AN, USA (Ret) as Vice President for Distributed Learning
- To date there has been no definitive response to the university's report to Congress concerning the establishment of an undergraduate school of nursing within USU
- Highlights from June visits to Tripler Army Medical Center in Hawaii and to the Air Mobility Command at Scott Air Force Base in Illinois
- An overview of the successful June 30 research symposium sponsored by USU and the Henry M. Jackson Foundation for the Advancement of Military Medicine. The day's proceedings, which focused on recent advances in military medicine, will be published by AMSUS, the Society of Federal Health Agencies
- Building E is occupied and operational, in large measure due to the excellent management of Ms. Mary Dix, Special Assistant to the President

BOARD ACTIONS

Degree Granting – School of Medicine

It is noted for the record that 2nd Lt Jeffrey S. Woolford, USAF, MSC, had not satisfactorily completed the requirements for graduation in May 2008 and was, therefore, not presented for certification with the Class of 2008. The Board, in accordance with its decision of August 2002, delegates graduation authority for the above named matriculant to the Dean, School of Medicine.

Degree Granting – Graduate Education

Dr. Metcalf presented for certification two candidates to receive the degree of Doctor of Philosophy and one candidate to receive the degree of Master of Science in Public Health. Two candidates to receive the degree of Master of Public Health were also presented to the Board. These two graduates were unintentionally omitted from the list presented at the Spring Meeting on May 16, 2008.

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.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting on May 28, 2008. Eight individuals were recommended for faculty appointments, promotions or tenure.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee as presented by Dr. Laughlin and recommend that the President implement the actions as stated.

Dr. Laughlin presented a recommendation that RADM Donald L. Sturtz, MC, USN (Ret.) be appointed to the rank of Emeritus Professor of Surgery. Dr. Sturtz retired from the university in June 2008.

Upon motion duly made and seconded, the Board

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

New College Establishment

Dr. Smith reviewed the proposal to establish a postgraduate college of dentistry at USU. His summary included the following points:

- The Air Force and the Navy propose to bring their postgraduate dental programs into the university
- The Navy program is larger and more complex
 - Its programs are currently associated with George Washington University, and would be phased into USU
 - Identifiable management costs have been addressed
- A Memorandum of Understanding has been approved in principle with each Service
- Schools within the college will initially be Service specific although the goal is that it become a joint venture
- With Board concurrence, it is expected that the Department will quickly establish a new academic structure

Dr. Mohr made the following points in ensuing discussion:

- The Board recommends moving forward on the proposal

- There are concerns regarding the best “home” for the degree and the Board recommends that a new graduate school (a college of graduate studies) be considered rather than a postgraduate college of dentistry
- There is no opposition to establishing the new college if the Department of Defense deems it the best option at this time. It may not, however, be the best option for USU in the long term

Dr. Metcalf explained USU’s current approval structure:

- All graduate programs and degrees must be approved by the Graduate Education Committee
- There are no free-standing graduate programs or degrees; each comes from an established department
- Each new program is thoroughly evaluated and not all are accepted

In response to further questions, Dr. Smith reminded those present that following the establishment of the vehicle to create the degree program, the Board will be asked to approve any proposed degree, including its program of study and the faculty involved.

Following a determination that there were no additional remarks, the Chair called the question as stated earlier by the acting executive secretary. By voice, the Board endorsed the proposal to grant a master of science degree in oral health.

PRESENTATION: CENTER FOR NEUROSCIENCE AND REGENERATIVE MEDICINE

Dr. Kaminsky opened his remarks with background information about the Center, which was recently established at the university by a \$70 million Congressional earmark in the 2008 Supplemental Appropriations Bill. Congress specified studying blast injuries to the brain and post traumatic stress in combat casualties. Congress also encouraged university collaboration with the National Institutes of Health. USU’s primary mission is to assemble a network of leadership teams across Federal laboratories in the National Capital Region, establish secondary connections to other universities as well as public and private entities, and to focus research on the assessment, diagnosis and treatment of traumatic brain injury (TBI). The center proposes to address six areas of research:

- Regenerative medicine
 - Existing USU program will be expanded
 - By developing animal models, researchers will focus on tools that manipulate neural cells to restore function in damaged areas of the brain
- Improved diagnostics imaging
 - Applications of new neuroimaging technologies will increase knowledge of both injuries and treatments
 - In conjunction with the development of new biomarkers, diagnosis and treatment can be improved, especially for mild TBI
- Neuroplasticity as a treatment tool
 - There is neural plasticity in the human brain
 - Using treatments successful in stroke rehabilitation, design clinical trails which address plasticity
- Rehabilitation medicine
 - Rehabilitation research will increase knowledge of the differences among TBI, post traumatic stress and other psychological disorders

- Studies will include cognitive tests and other screening measures
- Biomarkers
 - An interagency research team will address brain injury models including the use of proteomics in developing new biomarkers
 - Coordination with biomarker programs previously funded by the Department of Defense or the National Institutes of Health will minimize duplication and maximize sharing information
- Neural protection/models
 - Better brain injury models are essential
 - Coordination with the Defense Advanced Research Projects Agency and other institutions building new models will allow approaches to be shared

Dr. Kaminsky's concluding remarks emphasized the importance of recruiting internationally recognized scientists to this program and that the recruitment effort as well as the program's success is concomitant with establishing new salary scales and obtaining future resources to sustain the research.

After the presentation Dr. Casscells shared several observations. His remarks included the following points:

- The Center for Neuroscience and Regenerative Medicine provides a unique opportunity for USU
- Ongoing discussion regarding the Armed Forces Institute of Pathology concerns the necessity for USU involvement in consultative services
- USU is establishing new relationships with the National Institutes of Health, the World Health Organization and the Centers for Disease Control and Prevention as well as with educational institutions such as Harvard University and the Massachusetts Institute of Technology
- Access for USU epidemiologists to military life and health insurance data bases is being addressed
- The university should be a world leader in health informatics
- Current issues in the military needing the attention of Health Affairs, and therefore that of USU, include family support, sexual assault and suicide prevention
- Symbolic items are important, such as naming centers, buildings and professorships

REPORTS FROM THE OFFICE OF THE PRESIDENT

Dean's Report, School of Medicine

Dr. Laughlin introduced John McManigle, M.D., who was recently selected Vice Dean, F. Edward Hébert School of Medicine. Dr. McManigle had been serving as acting vice dean.

Prompted by recent attention in the media, Dr. Laughlin reviewed the university's position on the use of animals in education and research. His remarks included the points below:

- Decisions regarding such issues are best made by professionals whose focus is on the educational needs of our students
- Every four years USU reviews the use of animals in its curriculum and is at present involved in such a review
- Past reviews have concluded that although alternative methods such as videos and simulations are used, they cannot yet fully replace animal use

- A report is expected from the current review before year's end

Other topics in Dr. Laughlin's report included the following:

- An overview of the incoming First Year Class, which had an applicant to position ratio of 11:1 for each of the 171 class spaces, a cumulative grade point average of 3.53, and a mean score on the Medical College Admission Test of 10
- Increasing the number of underrepresented minority applicants and entrants remains challenging even with the university's undergraduate internships and high school mentoring programs
- *Fighting for Life* will be shown at the Association of American Medical Colleges Annual Meeting in November followed by panel discussions regarding military medicine
- The 2008-2009 application cycle for the school of medicine's graduate programs in the biomedical sciences is almost completed. To date 38 doctoral students and 30 masters program candidates have accepted admittance offers. USU graduate students receive stipend support and health insurance
- Compliments to Colonel Wempe, Brigade Commander, and USU's noncommissioned officers for their major role in operations Bushmaster and Kerkesner. The exercises, held at Fort Indiantown Gap, Pennsylvania in mid-July, were extremely successful

Dean's Report, Graduate School of Nursing

Following an overview of current strengths within the Graduate School of Nursing such as its well-respected clinical programs, Dr. Hinshaw focused on important "next steps." Her remarks included the following points:

- Building the school's research programs is a top priority and includes
 - Recruiting senior faculty as well as an Associate Dean for Research
 - Activating the Faye G. Abdellah Research Center which will assist students, faculty and affiliated agencies in obtaining research funds and in promoting scholarship
- COL Bruce Schoneboom, AN, USA, has been appointed Associate Dean for Academic Affairs
- The Ph.D. program, which is now five years old, will be reviewed in the coming year by outside advisors
- There has been a smooth transition of the U.S. Navy Anesthesia Program to USU. Twenty students and three faculty members came with the program in 2008.

Office of External Affairs

Ms. Scheman presented an overview of the Office of External Affairs, which works to increase USU's visibility by communicating clearly with a wide range of audiences. These audiences exist both within and outside academic institutions; Federal, state and local governments; military and civilian structures and institutions; and medical communities. Topics and associated activities described in her brief included the following:

- Teaching and research support – Produce requested materials such as medical illustrations and presentation posters; provide consultation and technical expertise
- External media – Provide print and electronic information using resources such as the USU newsletter, press releases and subject matter experts

- Website – Update and improve regularly with news, videos, internal web tools and connections to Health Affairs
- Alumni activities – Expand and improve communications to and from all USU alumni, increase events such as reunions and receptions
- University media services – Extend branding, produce university displays, brochures and recruitment information as well as informational videos
- Protocol and special events – Coordinate visits by distinguished scholars and officials as well as university events such as commencement, receptions and field exercises
- Board of Regents support – Prepare and provide materials and arrangements for quarterly meetings, Board communication needs and Department compliance requirements

Follow-up remarks included a request from Dr. Conway-Welch that undergraduate nursing advisors be added to USU's audience list. Additionally, both Admiral Mittelman and General Cornum offered to assist in getting USU news and information out to Service recruiting commands.

Finance and Administration

Mr. Rice included the following topics in his brief:

- In addition to the \$70 million designated for neuroscience and regenerative medicine, the FY 2008 Supplemental Appropriation Bill provides almost \$274 million to the Army Medical Research and Materiel Command for battle casualty and psychological health research. The university is well-positioned to compete for a portion of these funds.
- The Department's comptroller has agreed that USU's financial systems are ready for an audit assessment by an independent public accountant. This assessment precedes a required formal audit opinion process.
- Money for FY 2008 merit pay salary increases and one-time performance awards has been appropriately distributed to the president, deans and department heads.

Budget

Mr. Tinling opened his remarks with a brief review of money the university has received specifically for restoration and modernization projects since FY 2006. He also said an additional \$17 million was recently received for such projects through the FY 2008 mid-year budget review process. Other requests that were successfully funded through this process include information management/information technology infrastructure, the Center for Disaster Medicine and Public Health, student travel, support for continuing health education, and the Armed Forces Radiobiology Research Institute's postgraduate training course on the medical effects of ionizing radiation.

Dr. Rice complimented the university's financial management team headed by Mr. Rice, and thanked Health Affairs and the Tricare Management Activity for their support of USU.

Office of Research

Dr. Kaminsky noted the following in his review of FY 2007 research funding:

- The increase of about \$18 million in extramural funding from the Department is largely due to collaborations with U.S. Navy research in biodefense; grants won by both USU and the Armed Forces Radiobiology Research Institute; and work with the U.S. Army on deployment health

- The decrease of about \$7 million in extramural funding from the National Institutes of Health is the result of expected drops in two research programs
- The FY 2007 Supplemental Appropriation Bill provided \$300 million to the Army Medical Research and Materiel Command at Fort Detrick, Maryland. USU competed successfully for some of these research funds and was awarded 15 grants totaling approximately \$12 million.

REPORT FROM THE BRIGADE

With thanks to General Morgan, COL Wempe reported that the U.S. Marine Corps officer billet has been filled allowing the reestablishment of the Headquarters Company Commander. He also summarized staffing issues in the Office of the Commandant, School of Medicine, and in the Office of the Graduate School of Nursing Commandant as well. Both offices have had or expect to have significant turnovers in personnel.

REPORT FROM THE FACULTY

Following a summary of the June Faculty Senate election, Dr. Bauer reported that the USU faculty is concerned about the disparities facing non-billeted members due to deployments and decreased retention. Such challenges have a significant impact on medical education. In response to this impact, the faculty has written a memorandum to the Board promoting the creation of Academic Centers of Excellence. On behalf of the Senate, Dr. Bauer requested that the Board of Regents review and respond to the position statement in the hopes of beginning work on this issue. Ensuing discussion focused on the need for change, probable formats for it and where approval within the Military Health System would probably occur.

The Senate is also working to establish an efficient communication system with non-billeted faculty. An accurate email distribution list would allow increased involvement in faculty affairs at USU.

Dr. Rice complimented the Faculty Senate for sponsoring Education Day 2008 which will occur on August 22 and will showcase faculty members sharing their best teaching strategies in the basic sciences, nursing, the applied health sciences and clinical practice.

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

Mr. Lowe reported that the foundation's FY 2008 support for the university will total approximately \$8.7 million. About \$1.8 million of this amount was used for special programs and other "non-recoverable gifts" which included:

- Bridge grants for researchers caught between funding cycles
- Three graduate student fellowships
- Full support for Research Week
- A significant contribution to the documentary *Fighting for Life*
- Alumni Association support

Mr. Lowe's brief also highlighted the following points:

- In FY 2007, more than 60 percent of USU's research efforts come from the departments of microbiology; anatomy physiology and genetics; preventive medicine; military and emergency medicine; and the Armed Forces Radiobiology Research Institute
- The foundation serves as the university's technology transfer agent; in FY 2007 USU earned almost \$8 million in technology transfer income

- The foundation manages over 70 endowments for USU which total about \$70 million as well as 79 education funds worth about \$1.7 million

ADJOURNMENT

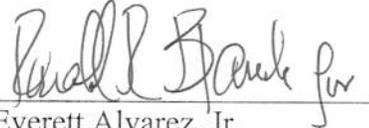
There being no further business, Mr. Alvarez adjourned the open meeting at 11:40 a.m.

SUBMITTED:

APPROVED:



Carol R. Scheman
Carol R. Scheman
Acting Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor