

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

**Meeting No. 180  
August 14, 2012**

The Board of Regents of the Uniformed Services University of the Health Sciences met on August 14, 2012, 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  
Otis W. Brawley, M.D., Member  
Sheila P. Burke, M.P.A., Member (closed session only)  
GEN (Ret) Ronald H. Griffith, USA, Member  
Michael M.E. Johns, M.D., Member  
Kenneth P. Moritsugu, M.D., Member  
Gail R. Wilensky, Ph.D., Member  
BG W. Bryan Gamble, MC, USA, representing the Assistant Secretary of Defense for Health Affairs  
Charles L. Rice, M.D., President, USU  
MG Richard A. Stone, MC, USA, representing the Surgeon General, U.S. Army  
VADM Matthew L. Nathan, MC, USN, Surgeon General, U.S. Navy  
Maj Gen Mark Ediger, USAF, MC, representing the Surgeon General, U.S. Air Force  
VADM Regina M. Benjamin, Surgeon General of the United States

Advisors to the Board

Gen (Ret) Thomas R. Morgan, USMC, 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  
Patrick D. Sculley, D.D.S., M.A., Executive Dean, Postgraduate Dental College, USU  
MG Stephen L. Jones, MC, USA, Commander, Joint Task Force National Capital Region Medical  
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79<sup>th</sup> Medical Wing  
BG Joseph Carvalho, Jr., MC, USA, Commanding General, Northern Regional Medical Command  
RADM Alton L. Stocks, MC, USN, Commander, Walter Reed National Military Medical Center  
Joshua Girton, J.D., representing General Counsel, USU

**OPENING COMMENTS**

Dr. Blanck's welcoming remarks included a brief overview of the Board's tour on August 13 of the Walter Reed National Military Medical Center (WRNMMC). The tour included visits to the National Intrepid Center of Excellence, the hospital's Inpatient Traumatic Brain Injury Program, the recently expanded Department of Radiology and the Military

Advanced Training Center, which provides rehabilitation to wounded warriors and patients of the facility. Dr. Blanck expressed his sincere appreciation to RADM Stocks, Commander, WRNMMC, and to members of his staff for providing the opportunity to tour the facility. The following points were also included in Dr. Blanck's remarks:

- Lt Gen Thomas W. Travis, USAF, MC, USU School of Medicine class of 1986, became the first USU alumnus to be appointed as a Surgeon General in the United States.
- A closed session will be held subsequent to the open meeting to discuss the annual assessment of the president and an Office of General Counsel brief.

#### **MATTERS OF GENERAL CONSENT**

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

- Meeting dates for the remainder of 2012, and proposed dates through August 2014. Attention was brought to the dates of the August 2013 meeting, where a conflict has been noted.
- Minutes of the May 18, 2012, 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 notifying the Board of the sudden death of Mr. William Manley who worked within the Civilian Human Resources Directorate and supported the University for 21 years. He also informed the Board of recent actions honoring LTC David E. Cabrera, MSC, USA, a university mental health practitioner killed in action in Afghanistan in 2011. As approved by the Board at the May 2012 meeting, the University Family Health Center was renamed in LTC Cabrera's honor and a plaque so stating now hangs in the clinic's atrium.

The points below summarize other items in the President's Report.

- Along with Lt Gen Thomas W. Travis's appointment as Surgeon General of the Air Force, another USU graduate was similarly honored. Brigadier General Jean-Robert Bernier, CDF, a Master of Public Health graduate from 1997, is now the Surgeon General of the Canadian Forces.
- Dr. Laughlin recently announced that he will be stepping down as dean and will return to teaching as Sanford Chair of Tropical Medicine. A search committee, chaired by Dean Hinshaw, has been created to find a replacement.
- The Middle States Commission on Higher Education will conduct a preliminary visit to the University on November 27 led by LTG (Ret) David Huntoon, Site Visit Chair. A visit by the full committee will occur in March 2013 and will include visits to several USU sites.
- Substantial progress has been made on issues regarding faculty salary.
- In September the University will celebrate its 40<sup>th</sup> anniversary. Three days of activities are planned to commemorate the event.

Dr. Rice also described recent communications with the Medical Education and Training Campus (METC). At the request of the METC Board of Governors and with concurrence from the Surgeons General, USU was asked to explore the possibility of granting undergraduate degrees to enlisted service members.

Ensuing discussion included the following points:

- The University's statute and accreditation authority may require expansion in order to grant associate and baccalaureate degrees.
- The tri-service relationships established at METC have increased the standards and expanded the certifications provided to enlisted members. Providing additional credentialing, however, has significantly increased the cost to the Federal government.
- Transferable skill sets acquired in the military increase enlisted members' employment prospects once they leave the service.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the exploration of a potential USU-METC academic relationship.

## **BOARD ACTIONS**

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

Dr. Metcalf presented for certification seven candidates to receive graduate degrees in the biomedical sciences. Four candidates were presented to receive the degree of Doctor of Philosophy, two were presented for the degree of Master of Science, and one for a Master of Science in Public Health.

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 Appointment – Graduate School of Nursing**

Dr. Hinshaw presented the recommendations made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure on July 9, 2012 to promote Dr. Diane Seibert within the school and to grant secondary appointments to Dr. Michael Feuerstein and Dr. Neil Grunberg, who also hold appointments with the School of Medicine.

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 implement the actions.

### **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 July 3, 2012. Twenty-six 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.

### **Awards and Honors**

Dr. Laughlin presented a recommendation that Dr. Donna Waechter receive the University Medal for 28 exceptional years of service to the University.

Dr. Laughlin also presented the request that Dr. Galen Barbour receive an appointment as Professor Emeritus in the Department of Preventive Medicine and Biometrics. Dr. Barbour served as Division Director, Health Services Administration and taught in the graduate programs. He will continue to provide support to the department following his retirement.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve both requests as presented by Dr. Laughlin.

## **ACADEMIC REPORTS**

### **Dean's Report – Postgraduate Dental College**

Dr. Sculley reviewed recent progress in the Postgraduate Dental College and Southern Region Office. His brief included the following items:

- Since the last meeting, the graduations for the charter class of the Postgraduate Dental College took place at both the Naval and Air Force Postgraduate Dental Schools, with a combined 28 graduates between the two programs.
- The dental chiefs of the Army, Navy and Air Force have requested that the Tri-Service Center for Oral Health Studies (TSCOHS) be aligned under the Postgraduate Dental College beginning in October 2012. The organization will relocate to the Southern Region Office.
- A substantive change packet was presented to the Middle States Commission on Higher Education to expand the Air Force Dental School to include the Comprehensive Dentistry Program at Keesler Air Force Base.
- Access to library services has been dramatically expanded for members of the Postgraduate Dental College after concerns were raised by faculty members.
- The Military Training Network will be transitioning to the Southern Region campus this fall as service members receive Permanent Change of Station orders.
- Approval has been received by the Secretary of the Air Force for the University to begin renovating and relocating the Southern Region Office to Building 198 at Fort Sam Houston, Texas. The move will strategically place the office adjacent to partner organizations and will allow expansion to accommodate the Military Training Network.

### **Dean's Report – Graduate School of Nursing**

Dr. Hinshaw reported on several noteworthy events that have occurred in the Graduate School of Nursing. These include:

- Accreditation from the Commission on Collegiate Nursing Education was granted through June 30, 2022 with all standards met and no recommendations made.
- Five Graduate School of Nursing faculty members have recently received national awards; additionally Dr. Faye Abdellah, the founding dean, received the American Nurses Association Hall of Fame Award.
- Ph.D. program students have started their first research experience with the University of Michigan. During their three years in the Ph.D. program, the students will attend a different intensive methodological course each summer to earn a certificate and additional credits for their studies.
- Research productivity has increased in regards to the number of grant submissions and presentations at national meetings.
- The Doctor of Nursing Practice Program has initiated the new curriculum for both the Psychiatric Mental Health Nurse Practitioner and the Family Nurse Practitioner programs. The Nurse Anesthesia Program will commence when final approval is received from the Council on Accreditation.

An additional discussion was held regarding military faculty promotions within the University. Brigade Commander CAPT Tanis Batsel-Stewart commented that the rate of promotion selection for USU faculty members is higher than for the collective military. The University remains vigilant to ensure that faculty members continue to appropriately advance their careers while assigned to USU.

#### **Dean's Report – School of Medicine**

Dr. Laughlin began his remarks by informing the Board of the progress made on curriculum reform. The first year of “Molecules to Military Medicine” was completed successfully and was validated by nationally recognized assessment tools and increased communication with students. Future examinations, especially those after the clerkship rotations should further validate the reform. Appreciation was expressed to the faculty members who are exceeding expectations by concurrently supporting the new and former curriculum as the transition occurs.

Dr. Laughlin provided measurements on the applicants and matriculants for the class of 2016. Based on the information provided, the following items were noted:

- The percentage of women attending has increased to 35 percent.
- The number of underrepresented minority applicants has increased, while the number of underrepresented minorities matriculated into the class remains the same. The School of Medicine will continue to develop strategies to improve the diversity of applicants and admitted students. Opportunities to work with the enlisted population will be discussed at a future meeting.
- Recompense for academic failure was addressed as a possible deterrent to prospective students, as policies vary among services.

Additional items discussed during the School of Medicine Dean's Report include:

- The limited number of patients may restrict residency training in the future.

- CAPT(sel) Eric Elster has been announced as the new chair of the Department of Surgery.

### **Report from the Faculty Senate**

Dr. James Smirniotopoulos was introduced as the new president of the Faculty Senate. In his presentation he expressed interest in continuing the open communication between the administration and members of the faculty. Other topics mentioned include curriculum reform, continued assistance to the administration on relevant faculty issues and an amendment to the senate constitution to add a representative from the Postgraduate Dental College.

## **ADMINISTRATIVE REPORT**

### **Finance and Administration**

In his report, Mr. Rice provided the Board with the current fiscal standing of the University. As was previously presented, there are significant budgetary constraints on USU:

- The obligation rate, which was 62 percent at the end June, is low and is ascribed to this year's Continuing Resolutions.
- Disbursements in July were drastically increased to abide by Congressional regulations on end of year spending.
- Final distributions of mid-year requests are expected soon from TRICARE Management Activity. This includes funding for IT and eLearning, graduate medical education travel, simulation training equipment, and restoration projects.
- Limitations to the FY13 budget are expected, but details are unknown until defense reductions are announced. One area of significant concern is travel, since the demand on travel has increased for students and is inescapable. Travel reductions will also affect conferences held by the University.

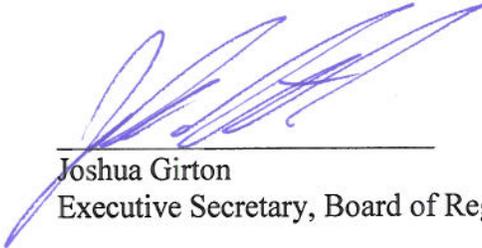
Mr. Darryl Brown, Civilian Human Resources Directorate, provided an overview of an assessment of the directorate that was conducted in June 2012. The key findings are divided into four categories:

- **Culture:** Improving the culture includes the creation of a USU strategic plan and supporting human capital transformation strategy, open communication with internal and external stakeholders, and conducting a climate survey, which is scheduled for late 2012.
- **Structure:** Improving the organizational structure involves providing additional training, developing relationships with external stakeholders, and clarifying roles and responsibilities.
- **Resources:** Deficiencies in resources were identified and can be improved by developing a budget plan, identifying technology that will help performance, and by enhancing workspace.
- **Processes:** Within the Civilian Human Resources Directorate, processes can be improved by soliciting customer input and by developing new operating procedures.

**ADJOURNMENT**

There being no further business on the agenda, Dr. Blanck adjourned the open portion of the meeting at 10:30 a.m.

SUBMITTED:



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Joshua Girton  
Executive Secretary, Board of Regents

APPROVED:



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Ronald R. Blanck  
Chair, Board of Regents

Prepared by S. Leeann Ori