

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

**Meeting No. 132
September 8, 2000**

The Board of Regents of the Uniformed Services University of the Health Sciences met on September 8, 2000, at the United States Air Force Academy in Colorado Springs, Colorado. Prior notice of the meeting date and agenda was published in the Federal Register. 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
Ikram U. Khan, M.D., Member
John F. Potter, M.D., Member
RADM Michael Cowan, representing the Assistant Secretary of Defense (Health Affairs)
James A. Zimble, M.D., President, USU
COL Theodore McNitt, representing the Surgeon General, USA
Col David Hammer, representing the Surgeon General, USAF

Advisors to the Board

Val G. Hemming, M.D., Dean, School of Medicine
Faye G. Abdellah, Ed.D., Sc.D., RN, Dean, Graduate School of Nursing
GEN Thomas R. Morgan, USMC (Retired), Military Advisor to the Board
COL Johnie S. Tillman, Commander, Defense Medical Readiness Training Institute
Charles R. Mannix, J.D., representing General Counsel, USU

MATTERS OF RECORD AND THE CONSENT CALENDAR

Following a reminder that any item can be extracted for clarification or discussion, Dr. Bristow presented Matters of Record and the Consent Calendar, which included the following:

Tab 1	Notice of Open Meeting, Federal Register
Tab 2	Members, Board of Regents
Tab 3	Bylaws, Board of Regents
Tab 4	University Strategic Plan
Tab 5	Minutes from the Executive Committee, May 18, 2000
Tab 6	Minutes from Board Meeting No. 131, May 19, 2000
Tab 9	Award Nomination

Tab 10	Report to the Board, Office of Resource Management
Tab 12	Report to the Board, Office of Review and Evaluation
Tab 13	Report to the Board, Office of the Commandant
Tab 14	Report to the Board, Armed Forces Radiobiology Research Institute
Tab 21	Report to the Board, Faculty Senate Annual Report
Tab 22	Report to the Board, School of Medicine Admissions
Tab 23	Report to the Board, Graduate Education Admissions
Tab 24	Report to the Board, Graduate School of Nursing Admissions
Tab 25	Report to the Board, Office of Recruitment and Diversity Affairs
Tab 26	Report to the Board, Student Affairs

The Board, upon motion made and seconded,

Voted by voice vote: To accept those items submitted for information only, as well as those identified as seeking Board approval, and to approve, as submitted, the Minutes of the May 19, 2000, Board of Regents Meeting.

REPORT: THE ESTABLISHMENT OF A MILITARY CANCER INSTITUTE

Dr. John Potter reported on the desirability of establishing a Cancer Institute at USU. His points included the following:

- Forty-five American medical schools have established cancer institutes; each of which meets rigorous standards set by the National Cancer Institute;
- Based on in-depth discussions with 49 “cancer oriented” faculty, support for the concept is strong;
- The quality of science and scientists at USU is equal to that found in the most prestigious American schools;
- Military medical resources seem somewhat underutilized in the Washington, DC area;
- Because cancer treatment is a multi-disciplinary specialty, medical and nursing students benefit greatly by being involved;
- The Armed Forces Institute of Pathology has kept a cancer registry for the past 11 years which is computerized and contains information on over 200,000 cancer patients among the military or those eligible for care in a military facility;
- Over the past seven years, between 3,000 and 5,000 patients a year have been lost to the military treatment system (presumably opting for private care); and,
- A cancer institute seems beneficial from many perspectives—patient care, a teaching resource, research possibilities, and finally, a very positive image for USU and military medicine as well.

Dr. Bristow thanked Dr. Potter, and reminded the Board that one of its specific responsibilities is to approve the establishment of any institute. He stated that Dr. Potter’s report and the discussion to follow mark the beginning of this process.

Dr. Zimble described some of the institutional complexities involved in the decision to explore the establishment of a Military Cancer Institute. Mr. Alvarez discussed the necessity of establishing new working relationships with the Veteran's Administration (VA). Presently, medically discharged active duty military personnel as well as retired personnel enter the VA system for medical care.

Other discussion points included:

- Many VA medical centers are already linked with other universities;
- The importance of having a physical location and building;
- The feeling that an identity, even just on paper, is an important first step (the Lombardi Center at Georgetown University was three years old before it had a physical plant);
- Potential recapture rates of the current cancer population need to be carefully and realistically examined;
- Volume-related response rates need to be examined (a critical volume of some procedures needs to be accomplished in order to adequately serve the patient population);
- The importance of a business plan which includes cost of services provided, patient population, recapture rate, an implementation plan, return on investment over time, and whether the MCI would be a specific institution in a specific building;
- A primary challenge to the institute's establishment is one of economic feasibility;
- The Board needs to consider whether the institute is medically a good idea for the University; and
- Already existing resources and programs need to be organized and shared.

Dr. Zimble stated that from many points of view the MCI would be beneficial. He said Board approval of the concept is an important first step on the way to gaining support from Health Affairs and the Surgeons General.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve, in principle, the concept of creating a Military Cancer Institute at the Uniformed Services University of the Health Sciences, and that the President present a draft business plan to this Board at the November 2000 or the February 2001 meeting.

PRESENTATION: ACADEMICS AT THE UNITED STATES AIR FORCE ACADEMY (USAFA)

Following welcoming remarks, Brigadier General David Wagie, Dean of the Faculty, USAFA, described the academic program at the Academy:

- Academic, military and athletic components comprise the program;
- About 20 percent of Air Force officers come from the Academy (direct commissions provide about one-third, which includes medical doctors);
- Air Force needs directly affect curriculum, i.e., current emphasis on second language abilities;

- Accreditation is an administrative focus; every department which has an accreditation body is fully accredited;
- The Academy has ten-year accreditation, a level attained by about one quarter of undergraduate institutions in the United States;
- The Academy has developed seven educational outcomes which are considered before any curriculum change occurs;
- Cadets can choose freely from among 30 majors and five minors and are not “channeled” according to current Air Force needs;
- Until 1992, the faculty was almost completely military. Due to the post-Desert Storm drawdown, it is now 25 percent civilian (which provides a stable base), and 75 percent military (which rotates);
- Partly due to accreditation evaluations, the percentage of faculty Ph.D.’s has risen and currently stands at about 55 percent;
- The faculty is about one quarter civilian Ph.D.’s, about one quarter military Ph.D.’s, and the remaining are junior officers with Master’s degrees;
- Although the emphasis is on teaching and student involvement, the Academy also instigates research or takes on research projects in response to requests from Military Operations;
- All cadets buy a preselected computer package and some teaching is done by computer (i.e., homework problem sets);
- The attrition rate is around 22 percent;
- The Academy keeps track of its graduates’ careers and also gathers from graduates recommendations regarding their undergraduate education. Additionally, every few years officers who supervise Academy graduates are surveyed.
- International connections are expanding; currently there are exchange programs with academies in Germany and France.

In his thanks following General Wagie’s remarks, Dr. Bristow included a recognition of current USU staff who previously taught at the Academy— Colonel Carolyn Miller, Vice President, Recruitment and Diversity Affairs, and Colonel Gary Gackstetter, Assistant Professor, Department of Preventive Medicine and Biometrics. Dr. Zimble and Colonel Miller added their thanks.

Dr. Hemming described the gathering organized by the Biology Department for students interested in military medicine. Over fifty students attended the event to hear remarks from Dr. Hemming about USU. Dr. Bristow, Dr. Zimble and Admiral Cowan also spoke to the group.

FACULTY ISSUES

Appointments and Promotions

Dean Hemming presented recommendations made on August 3, 2000, by the Committee of Appointments, Promotion and Tenure. Twenty-five recommendations for faculty appointments and promotions were forwarded, as well as two requests for sabbatical leave. A separate memorandum from the Dean, School of Medicine, recommended an accordance of the title of Emeritus Professor of Pharmacology.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee and the Dean, School of Medicine, to recommend to the President and to the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Department Chair Designation

Dean Hemming presented to the Board plans to designate the Chair, Department of Preventive Medicine and Biometrics, as the Sanford Chair. This action recognizes Jay P. Sanford, M.D., the University's late President, and allows certain funds, donated towards the chair, to be used for educational purposes.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the Dean, School of Medicine, and recommend to the President and to the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

REPORT: OUTCOME MEASURES

Dr. Connolly commented on the discussion in Work Group I concerning alternative directions for the Board's work on performance measures. He noted the importance of including HPSP statistics in the analyses developed by USU. Dr. Bristow added that Work Group I should identify new or changing parameters in the post-graduate years in order to compare University graduates with physicians from other accession methods. Dr. Zimble felt that as this is beyond the scope of University control, data on residency programs should evaluate other accessions.

REPORT: 2000 ANNUAL REPORT TO THE SECRETARY OF DEFENSE

Dr. Anderson informed the Board that the 2000 report was of high quality and that more information was received from the University community than could be accommodated under the various subject headings. Dr. Khan will assume leadership of the 2001 report, which will focus on research at the University.

DEGREE GRANTING

School of Medicine

Dr. Hemming, Dean, School of Medicine, presented for certification six individuals to receive graduate degrees in their respective programs.

Upon motion duly made and seconded, the Board

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

Graduate School of Nursing

Dr. Abdellah, Dean, Graduate School of Nursing, presented 12 individuals to receive the Master of Science in Nursing degree in Nurse Anesthesia.

Upon motion duly made and seconded, the Board

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

UNIVERSITY ADMINISTRATION

Award Recognition

On behalf of Admiral Moritsugu, Dr. Abdellah reported to the Board that Dr. Zimble received the highest award of the Public Health Service from Dr. Satcher, Surgeon General of the U.S.: the Surgeon General's Medallion. This award was presented to Dr. Zimble for his accomplishments, vision, and integrity. Dr. Zimble thanked the Board for this recognition, adding that he accepted it for the entire University community.

Henry M. Jackson Foundation

Mr. John Lowe, President, presented the report of the Foundation. He reviewed the Annual Meeting of the Council of Directors, which took place on June 7. Areas of interest include the Foundation's financial assistance for researchers in hiatus between grants. The Foundation is able to cover three or four months of costs, paying primarily for technicians, until a new grant is received. Also, the Foundation is providing stipends for two graduate students in their fifth year of study. Dr. Potter, who attended the Annual Meeting, added that he was impressed with the quality of leadership. In another area, Mr. Lowe noted that the Foundation has experienced an average of 13.4 percent growth in investment income for endowments.

USU Executive Committee

Mr. Alvarez reported on the August 11 meeting at the University. Two significant issues were the report by Dr. Potter on the Military Cancer Institute and Dr. Abdellah's report on graduate nursing. Dr. Zimble added that the Surgeons General were very supportive of the University.

Recognition of Dr. Abdellah

Dr. Zimble informed the Board that on October 7, in Seneca Falls, New York, Dr. Faye Abdellah, Dean, Graduate School of Nursing, would be inducted into the National Women's Hall of Fame. The Board congratulated Dr. Abdellah.

Executive Session

The Board met in Executive Session to discuss a personnel matter. Following the session, the Chairman communicated to the Secretary that the Board had decided to establish an operating policy that, in order to avoid any perception of a conflict of interest, a member of the Board of Regents cannot simultaneously be an employed member of the faculty.

PRESENTATION: STATUS OF MINORITY STUDENTS

Colonel Carolyn Miller, Vice President for Recruitment and Diversity Affairs, presented a report to the Board. Colonel Miller discussed the vision, mission, and activities of the Office of Recruitment and Diversity Affairs (ORD). Activities of the office include recruitment events such as college recruitment fairs, attendance at professional meetings (AAMC and SNMA) and ROTC career days, visits to high schools and arranging visits to USU.

ORD community activities include the Helping Hands Clinic, an outreach program in which students volunteer their time in clinics located in under-served neighborhoods. USU students also continue to visit local public schools to motivate youngsters towards careers in science or medicine.

At the University, two important support programs are in place:

- The Post-Baccalaureate Program, which probationally admits disadvantaged applicants and provides them with extra academic support; and,
- The Mentoring Program, which assigns incoming students to a faculty mentor and, when possible, an underrepresented minority student as a peer mentor.

Dr. Bristow thanked Colonel Miller for the briefing. The Board offered several comments on the presentation. Dr. Bristow suggested that the University speak with universities that have successful programs for recruiting minority students (such as Stanford and Maryland). Mr. Mannix suggested that USU explore the possibility of becoming the central agency for all DoD medical school admissions, which might improve minority recruiting. Colonel Tillman suggested concentrating on minority students who have expressed apprehension toward the seven-year commitment in order to possibly increase enrollment.

CLOSING COMMENTS

Dr. Zimble discussed the AFRRRI transition to USU. He informed the Board that a Program Budget Decision is being drafted that addresses the transfer of \$11 million from Defense Research and Engineering to the Defense Health Program. When this transfer is complete, the University will develop a Department of Radiobiology.

ADJOURNMENT

There being no further business, Dr. Bristow adjourned the meeting at 12:10 p.m.

SUBMITTED:

APPROVED:



Bobby D. Anderson
Executive Secretary, Board of Regents



Lonnie R. Bristow
Chair, Board of Regents

