

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

**Meeting No. 165
November 18, 2008**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 18, 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 8:45 a.m. immediately following the Swearing-in Ceremony. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Otis W. Brawley, M.D., Member
Haile T. Debas, M.D., Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Gail R. Wilensky, Ph.D., Member
Charles L. Rice, M.D., President, USU
VADM Adam M. Robinson, MC, USN, Surgeon General, U.S. Navy
LTG Eric B. Schoomaker, MC, USA, Surgeon General, U.S. Army
RADM Steven K. Galson, USPHS, Acting Surgeon General of the United States
Col David S. Louder, USAF, MC, representing the Surgeon General, U.S. Air Force
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
Maj Gen Gar S. Graham, USAF, DC, Commander, 79th Medical Wing
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
RDML Matthew L. Nathan, MC, USN, Commander, National Naval Medical Center
COL Gregory J. Argyros, MC, USA, representing the Commander, Joint Task Force, National Capital Region Medical
John E. Baker, J.D., General Counsel, USU

SWEARING-IN CEREMONY

Dr. Rice welcomed Dr. Stephen Jones, Principal Deputy Assistant Secretary of Defense for Health Affairs. Dr. Jones administered the Oath of Office to Dr. Ronald Blanck, Dr. Haile Debas, Dr. Michael Johns, Dr. Kenneth Moritsugu and Dr. Gail Wilensky. These five new

members were appointed to the Board of Regents by Secretary of Defense Robert M. Gates on September 12, 2008. Dr. Blanck was appointed Chair.

Following his congratulations, Dr. Jones described some of the university's accomplishments in the past four years. These included the appointment of the President, USU and the Dean, Graduate School of Nursing; the construction of Building E; and, through statutory change, enabling increased compensation for university faculty and staff.

AWARD PRESENTATIONS

Dr. Blanck and Dr. Rice presented four awards. The university's Distinguished Service Medal was presented to the Honorable Linda J. Stierle in recognition of her many contributions to the university as a member of the Board of Regents from 2002 to 2008.

The University Medal was presented to Ms. Carol R. Scheman for her commitment to the university's mission and her accomplishments as Vice President for External Affairs from 2006 to 2008.

Colonel (Ret) Linda J. Wanzer received the university's Exceptional Service Medal for her service from 2002 to 2008 as Director of the Perioperative Clinical Nurse Specialist Program.

Commander Michele Kane received the 2008 Board of Regents Graduate School of Nursing Award. This award honors a graduating student for academic and professional excellence.

MATTERS OF GENERAL CONSENT

Following welcoming remarks and introductions by Dr. Rice, Dr. Blanck presented the following matters of general consent:

- Meeting dates for the coming year
- Minutes of the August 4, 2008, meeting of the Working Committee
- Minutes of the August 5, 2008, Board of Regents Meeting
- Electronic approval of the proposal that the Department of Defense establish postgraduate dental education leading to an appropriate advanced degree at the Uniformed Services University of the Health Sciences

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 reported that the integration of the Walter Reed Army Medical Center and the National Naval Medical Center is proceeding on schedule and that USU remains actively involved in the processes of realignment. COL Jeffrey Longacre, MC, USA (Ret) is the university's liaison officer to the Joint Task Force National Capital Region Medical. Other items in the President's Report included the following:

- Under the guidance of Ms. Mary Dix and in coordination with the Tricare Management Activity, the university has begun planning for a new building dedicated to education and research
- A summary of the many efforts involved in addressing increased compensation for USU faculty and staff. These included the enabling provision in the 2008 National Defense Authorization Act and, following passage, current work with the DoD Civilian Personnel

Management Service to ensure salary comparability with other medical schools in the area

- The university is discussing potential approaches to public health in Iraq with various schools of public health in the United States. These discussions support the commitment of the Office of the Assistant Secretary of Defense for Health Affairs to this issue
- A search to fill the position of Vice President for External Affairs has begun

In closing, Dr. Rice described the establishment of branch campuses as a possible remedy for educational concerns regarding patient access in the National Capital Area. Following a summary of the request by the Air Force Dental Service to establish a master's program in San Antonio, Texas, Dr. Rice requested the opinion of the Board.

Dr. Blanck moved "that the Board of Regents encourages the university president to explore the establishment of a branch campus at an appropriate location in support of existing or anticipated university educational programs and report these findings at the next meeting of the Board." Dr. Blanck added that although initially one site is involved, the potential for multiple branch campuses should be considered. Ensuing discussion included the points below:

- Branch campuses could provide room for program expansion using a relatively small administrative investment
- The Board requests that USU's report in February consider a strategic overview of branch campuses as well as their integration within the strategic plan of the Military Health System
- A detailed presentation to the Board in February on the integration of military health care in the National Capital Area would be very helpful

The Board

Voted by voice vote: To adopt the motion as stated.

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Dr. Hinshaw presented for certification three candidates to receive the degree of Doctor of Philosophy in the Doctor of Nursing Science Program. Each of these candidates has successfully completed all program requirements. She also presented the names of 26 graduate nursing students from the Nurse Anesthesia Program to receive the degree of Master of Science in Nursing upon successful completion of program requirements. This class is scheduled to complete its program in December 2008 and it is requested that the Dean be authorized to award these degrees.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the candidates as presented by Dr. Hinshaw.

Degree Granting – Graduate Education

Dr. Metcalf presented for certification three candidates to receive the degree of Doctor of Philosophy and three candidates to receive the degree of Master of Science. One candidate to receive the degree of Master of Tropical Health and Biometrics was also presented to the Board.

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 October 8, 2008. Twenty-three individuals were recommended for faculty appointments, promotions or tenure.

Upon motion duly made and seconded, the Board

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

PRESENTATION: INFORMATION TECHNOLOGY UPDATE

Colonel Rapp summarized past accomplishments, current initiatives and future challenges concerning information technology at the university. His report included the following points:

- Accomplishments since November 2007 include the establishment of a dedicated .mil circuit; an analysis of the university's e-mail system; the establishment of committees regarding distributed learning as well as information management/information technology governance; and the expansion of wireless capability throughout student areas
- The DoD Information Assurance Accreditation and Certification Process has been the biggest challenge and this process is still incomplete
- Other current initiatives include the establishment of an emergency notification system, the installation of a dedicated fiber for electronic health records coming to the USU Clinic and the National Naval Medical Center; and the standardization of enterprise capabilities
- Upcoming challenges include synchronization of the .edu migration, the installation and integration of the USU registrar system, and complete wireless and cellular coverage throughout the university

Discussion concerning health informatics and how USU is integrating these concepts into its curricula followed Colonel Rapp's presentation. Dr. Laughlin remarked that although the university's focus is education and research, a master's program in biomedical informatics is in the process of being established and that the research opportunities using these new tools are great. General Schoemaker said data mining tools are missing, as are Service positions which combine clinical expertise and technical knowledge.

DEDICATION CEREMONY

Following a tribute to the Honorable Everett Alvarez, Jr. for his service both to the nation and the university, Dr. Blanck and Dr. Rice unveiled new lettering over the Board Conference Room renaming it the Everett Alvarez Jr. Board of Regents Room. A portrait of Mr. Alvarez was also unveiled on an adjoining wall. Mr. Alvarez was a member of the Board of Regents for over 20 years, serving two terms as a Regent and two terms as Chair.

REPORT FROM THE FACULTY

Following a summary of the Faculty Senate's organizational structure, Dr. Bauer's report included the information below:

- An orientation day for new faculty will be held in Spring 2009. Also, work is progressing on a web-based mentoring system
- The feasibility of creating a web-based system to update and maintain faculty contact information is being studied
- The Research Policy Committee is working to increase research productivity in both the School of Medicine and the Graduate School of Nursing. It has also rewritten the guidelines for both the Henry Wu Award for Excellence in Basic Research and the James Leonard Award for Excellence in Clinical Research
- The 2008-2009 Faculty Senate Comparability and Welfare Report shows that for Ph.D. associate and full professors, pay band maxima are below the 2004-2005 public schools of medicine figures by an average of 13 percent. For M.D.'s, mean pay at USU is 16 percent below the national median for assistant professors, 28 percent below for associate professors, 29 percent below for full professors, and 46 percent below for department chairs.
- In August 2008, the Faculty Senate submitted a memorandum to the Board promoting the creation of productivity standards for non-billeted faculty involved in clinical teaching and other academic pursuits. These standards would include formal workload credit for those working in Military Treatment Facilities who are involved in medical education. Additionally a participating facility, upon increasing its academic productivity, could be designated an Academic Center of Excellence. Dr. Bauer requested that the Board review and respond to the position statement in the hopes of beginning work on this issue.

Ensuing discussion included the following points:

- There is a need for effective middle-range performance measures
- The Military Health System's corporate viewpoint should recognize the return on investments in people
- The recognition of standards across Services is important and may well be helped by integration activities of the Joint Task Force National Capital Region Medical

REPORTS FROM THE OFFICE OF THE PRESIDENT

Senior Vice President

Dr. Smith addressed the following topics in his annual report to the Board:

- BG William Bester, AN, USA (Ret) has been appointed Vice President for Distributed Learning as USU's distance learning capacity continues to expand
- In accordance with Homeland Security Presidential Directive 21, the National Center for Disaster Medicine and Public Health has been established at USU. This center is a joint activity involving the Department of Homeland Security, the Department of Health and Human Services, the Department of Defense and the Department of Veterans Affairs
- A draft charter has been written for the university's Postgraduate Dental College and is currently under review at Health Affairs. Accreditation issues remain outstanding.
- The Search Committee for a University Registrar is expected to report its results in December 2008

- The Center for Research and Education in Patient Safety is currently undergoing a formal academic review
- The removal of bound journals from the learning resource center is being considered as electronic journals are acquired and the need for additional study space continues to increase

Dean's Report, Graduate School of Nursing

Dr. Hinshaw reported that a Faculty Search Committee has been formed and currently there are eight open positions within the Graduate School of Nursing. Other points in her remarks included the following:

- Possible solutions to the national nursing shortage as recognized by Congress in the 2008 National Defense Authorization Act in its request that USU describe the feasibility of placing undergraduate nursing programs at the university. Alternatives include establishing a contract with one or several civilian schools of nursing allowing each to quickly admit military students. Such programs would enhance existing schools' programs as well as provide nurses to the Services
- The Faye G. Abdellah Research Center was dedicated on November 17, 2008. The center's focus is military and federal health research, and it will assist students, faculty and affiliated agencies in promoting scholarship and obtaining research funds
- The Ph.D. program, which is now five years old, will be reviewed in January 2009 by an outside board
- The feasibility of establishing a Doctor of Nursing Practice program at USU is being studied. Currently there are 40 such programs in the United States.

Dean's Report, School of Medicine

Dr. Laughlin has established a Diversity Working Group in an effort to increase diversity among both faculty and students within the School of Medicine. He said current caps on salaries are a major factor inhibiting faculty recruitment and that when salaries are in fact increased, the effect should be very positive. Current efforts recruiting students include an active program led by the Associate Dean for Recruitment and Admissions as well as summer internship programs. Other topics addressed in Dr. Laughlin's report are summarized below:

- Although medical school applications decreased nationally, applications to USU increased 15 percent. Applications from women increased 19 percent and applications from underrepresented minorities increased five percent
- During a half day session on military medicine, *Fighting for Life* was shown at the American Association of Medical Colleges Annual Meeting in early November
- USU is exploring the establishment of training grants for graduate students at laboratories within the U.S. Army Medical Research and Materiel Command
- CAPT Jerri Curtis, MC, USN, has been selected as the Designated Institutional Official for Graduate Medical Education
- Chair searches are ongoing in the Department of Preventive Medicine and Biometrics and the Department of Obstetrics and Gynecology

United States Military Cancer Institute

Dr. Potter's report included the following information:

- The institute's associate director for clinical trials is the senior author of an article entitled, "Optimal Dose and Schedule of an HER-2/neu (E75) Peptide Vaccine to Prevent Breast Cancer Recurrence: From the United States Military Cancer Institute Clinical Trials Group Study 1-01 and 1-02." The article was published in the October 2008 issue of the journal, *Cancer*
- The Joint Task Force National Capital Region Medical requested a report on the survival of cancer patients treated in cancer centers compared to patients treated in other settings. The evidence points to better treatment in cancer centers
- The institute's Scientific Advisory Board is being repositioned as a subcommittee of the Department's Defense Health Board
- A Cancer Center will be established in the new Walter Reed National Military Medical Center at Bethesda. It will house the institute, the Center for Prostate Disease Research, the Gynecologic Disease Center and the Clinical Breast Care Project

Armed Forces Radiobiology Research Institute

Colonel Lillis-Hearne provided an overview and brief history of the institute. Her remarks included the points below:

- The institute was established in 1961 and is currently aligned with USU
- It has four specific missions
 - Medical research and development – Conduct radiobiology research and develop medical countermeasures for the Department of Defense
 - Medical education – Train medical personnel in ionizing radiation threats and the management and treatment of radiation casualties
 - Medical emergency response team – Advise combatant commands on radiological issues such as a nuclear accident
 - Consultation – Answer questions as subject matter experts within DoD, other federal agencies and international agencies
- Resources on campus include the ability to simulate radiation effects of a nuclear detonation; simulate a heavy contamination environment, and provide a wide array of exposure configurations

Finance and Administration

Mr. Rice included the following points in his report to the Board:

- The FY 2009 appropriations bill and the FY 2009 authorization act have both been signed for the Department of Defense
- The authorization act provides a 3.9 percent pay raise for military members and GS civilian employees
- USU awarded \$46 million in grant agreements in FY 2008. The Naval Medical Research Center and the Defense Threat Reduction Agency received major awards
- The Contracting Directorate completed almost 1000 procurement actions, totaling over \$33 million. Major actions included the National Center for Disaster Medicine and Public Health, preliminary planning for Building F, and distributed learning

- Over \$35 million was funded for university restoration and modernization projects, including \$16 million for long needed projects at the Armed Forces Radiobiology Research Institute

Budget

Mr. Rice reported that the university received about \$35 million during the last quarter of FY 2008, most of which was directed to maintenance and repair projects. This additional money increased USU's operation and maintenance budget to approximately \$150 million. At the end of the 2008 fiscal year, the operation and maintenance obligation rate was 99.99 percent.

The outlook for FY 2009 is consistent with that of FY 2008, although large increases are expected in the cost of utilities and in the cost of student travel.

CURRENT BOARD ISSUES

Dr. Blanck briefly reviewed his proposal to reorganize the structure of the Board's quarterly meetings. He suggested creating four committees which would meet the day before the meeting of record to hear reports, discuss proposals and provide recommendations to the full Board. Dr. Kelley added that a representative from Health Affairs might be an appropriate addition to each committee. Recommended committees are listed below:

- Budget and Finance Committee
- Administration Committee
- Academics Committee
- Development and Public Affairs Committee

Dr. Blanck said his goal is to foster Board meetings which contain fewer briefs and more discussions, thus providing Regents' points of view to the university's leadership.

ADJOURNMENT

There being no further business, Dr. Blanck adjourned the meeting at 12:30 p.m.

SUBMITTED:



William T. Bester
Acting Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck
Chair, Board of Regents

Prepared by Janet S. Taylor