

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

**Meeting No. 173
November 9, 2010**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 9, 2010, 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. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Colleen Conway-Welch, Ph.D., M.S.N., Vice Chair
Otis W. Brawley, M.D., Member
Haile T. Debas, M.D., Member
Michael M.E. Johns, M.D., Member
Lawrence S. Lewin, Member
Kenneth P. Moritsugu, M.D., M.P.H., Member
Gail R. Wilensky, Ph.D., Member
Charles L. Rice, M.D., President, USU
Warren Lockette, M.D., representing the Office of Assistant Secretary of Defense for Health Affairs
VADM Adam M. Robinson, MC, USN, Surgeon General, U.S. Navy
Lt Gen Charles B. Green, USAF, MC, Surgeon General, U.S. Air Force
MG Carla G. Hawley-Bowland, MC, USA, representing the Surgeon General, U.S. Army
RADM Boris D. Lushniak, representing the Surgeon General of the United States

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 Mark A. Melanson, MSC, USA, Director, Armed Forces Radiobiology Research Institute
BG Stephen L. Jones, MC, USA, for the Commander, Joint Task Force, National Capital Region Medical
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79th Medical Wing
RADM Matthew L. Nathan, MC, USN, Commander, National Naval Medical Center
John E. Baker, J.D., General Counsel, USU

AWARD PRESENTATIONS

Following introductory remarks by Dr. Gary Wind, President, USU Faculty Senate, Dr. Blanck and Dr. Rice presented two awards. The university's Exceptional Service Medal was presented to Col Paul Hemmer in recognition of his many contributions to the Faculty Senate and the university from July 1997 to July 2009.

Dr. Robert Williams was awarded the Exceptional Service Medal for his contributions to the Faculty Senate. Dr. Williams served in several Senate leadership positions between July 1993 and July 2009.

Dr. Patrick Sculley, Senior Vice President for University Programs, Southern Region Office, presented the university's Outstanding Service Medal to Dr. Alan Whittaker, National Defense University, for his work as senior member of the Uniformed Services University of the Health Sciences Internal Review Committee.

Dr. Blanck and Dr. Rice presented the university's Exceptional Service Medal to Dr. John Potter for his meritorious service as director of the United States Military Cancer Institute since July 2000.

OPENING COMMENTS

Following the introduction of Dr. Warren Lockette, Deputy Assistant Secretary of Defense for Clinical and Program Policy; RADM Boris Lushniak, Deputy Surgeon General of the United States; and Maj Gen Gerard Caron, Commander, 79th Medical Wing; Dr. Blanck briefly reviewed items to be addressed during the closed session. These included an update regarding the Board of Regents Academic Review Subcommittee and a status report concerning the upcoming five year evaluation of the university's president.

MATTERS OF GENERAL CONSENT

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

- Meeting dates for the coming year, noting that the Winter Meeting will be held January 31-February 1, 2011, in San Antonio, Texas
- Minutes of the August 3, 2010, 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 AND AWARD PRESENTATION

Dr. Rice included the following items in his report:

- USU is no. 84 in a September 2010 listing published by the Chronicle of Higher Education ranking the top 100 university research programs in the United States
- The Department of Defense is currently undergoing an organizational assessment as the result of the Secretary's Efficiencies Task Force
- An invitation to present an overview of the university at the recent meeting of the Australian Military Medical Association included interest in developing research relationships with USU
- With the assistance of outside consultants, the Office of the President continues to conduct comprehensive reviews of the university's senior leadership

Dr. Blanck and Dr. Rice presented Brig Gen (Ret) William Bester the Distinguished Service Medal for his leadership as the acting president of the university from March to September 2010.

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Dr. Hinshaw presented the names of 29 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 2010 and it is requested that the Dean, Graduate School of Nursing, be authorized to award these degrees.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation as presented by Dr. Hinshaw and to recommend that the degrees be conferred as stated.

Degree Granting – Graduate Education

Dr. Metcalf presented for certification four candidates to receive the degree of Doctor of Philosophy and one candidate to receive the degree of Master of Science.

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 – Graduate School of Nursing

Dr. Hinshaw presented a recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on August 26, 2010. The committee recommended that Carol A. Romano, Ph.D., RN, be promoted to the rank of Professor with Tenure.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the recommendation of the committee as presented by Dr. Hinshaw and to recommend that the President implement the action as stated.

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 on September 1, 2010. Twelve 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.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Rice presented the recommendations made by the Air Force Postgraduate Dental School Committee of Appointments, Promotion and Tenure at a meeting on September 1, 2010, and at a meeting on October 4, 2010. Five individuals were recommended for faculty appointments.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the recommendations of the committee as presented by Dr. Rice and to recommend that the appointments be implemented as stated.

DEANS' REPORTS

Graduate School of Nursing

Dr. Hinshaw began her report highlighting five new faculty members and briefly describing their areas of expertise. Other items covered included the following:

- A revised curriculum has been drafted for the Ph.D. in Nursing Science Program. It is committed to a strong science core and contains three areas of concentration
 - Bio-behavioral adaptation and rehabilitation
 - Population health and health promotion
 - Health systems research and informatics
- Work continues toward the implementation of the Doctor of Nursing Practice Program
 - A detailed curriculum has been developed which emphasizes advanced clinical work and evidence-based practice processes
 - Transition models are being developed by a team which includes Service representatives
- At the request of the Services, an expansion of the university's Psychiatric Mental Health Nurse Practitioner Program is being explored

School of Medicine

Dr. Laughlin summarized the school's recently completed strategic plan, which is comprised of five goals, each with related objectives and activities. He thanked Dr. Debas and Dr. Johns for their review and guidance, and invited additional comments from the full Board. Other topics addressed in Dr. Laughlin's report included the following:

- Curriculum reform in the School of Medicine
 - 80 faculty members are currently involved
 - Primary changes include integrating the basic sciences with clinical experience and small group teaching rather than large lectures

Ensuing discussion included the probable need for new testing procedures; the fact that the new curriculum is space and faculty intensive; the ramifications of educating "on line;" and the fact that military medical education is perhaps unique in its emphasis on population health and biostatistics.

- Recruitment and admissions
 - Applications continue to increase
 - Approaches to increase the number of underrepresented minority students include working with Service "enlisted to physician" programs and continuing USU's summer internship program

Several Regents expressed the importance of emphasizing humanitarian assistance efforts and the importance of establishing "pipelines" at the junior high and high school level.

- The university's Graduate Education Programs have begun the 2010-2011 academic year. Of the 71 new students enrolled at either the master's or doctoral level, 46 are military officers.

REPORT FROM THE FACULTY

Following a review of upcoming events, Dr. Wind's report emphasized the issues below:

- Discussion is under way concerning faculty representation in the senate from the Postgraduate Dental College and the Armed Forces Radiobiology Research Institute
- The recent pay band increase brings the majority of basic science faculty to, or close to, comparability with other area institutions. The Faculty Senate appreciates Dr. Rice's commitment to this issue as well as the Board's support
- Work is beginning on a searchable database to facilitate collaborative research opportunities for clinicians and university scientists
- Current concerns include a perceived lack of openness regarding processes in both the Office of Research and in the Office of Finance and Administration

ARMED FORCES RADIOBIOLOGY RESEARCH INSTITUTE (AFRRI) UPDATE

AFRRI is celebrating its 50th anniversary over the next two years. COL Melanson reviewed the list of planned symposia, conferences and ceremonies with the Board.

BOARD COMMITTEE REPORTS

Academics Committee

Dr. Johns summarized the reports heard by the Academics Committee:

- The report from Graduate Medical Education focused on the National Capital Consortium
 - The consortium has received maximum accreditation (5 years) from the Accreditation Council for Graduate Medical Education (ACGME)
 - The Internal Medicine Residencies at Walter Reed Army Medical Center and the National Naval Medical Center are the only two programs still to integrate, but they may be the most challenging due to specific ACGME mandates
 - Deployments continue to affect the availability of faculty and program directors
- Ms. Kenney reported that accreditation criteria regarding continuing education activities have greatly changed in the past year. USU's department of Continuing Education for Health Professionals is currently preparing for re-accreditation and its self-study is due to the Accreditation Council for Continuing Medical Education in December 2010
- Dr. Potter's brief on the U.S. Military Cancer Institute provided both background and current information
 - The institute's Clinical Trials Program, BioSpecimen Network, and Epidemiology Program are each unique in their ability to review and track large amounts of available data over time concerning treatment and outcomes within the Military Health System
 - A Comprehensive Cancer Center is being established in conjunction with the Walter Reed National Military Medical Center. The Academics Committee strongly supports the plan to incorporate significant aspects of the institute into the new center

- The Postgraduate Dental College supports Service dental residencies. Currently the Naval Postgraduate Dental School consists of eight programs and the Air Force Postgraduate Dental School has one. The college has moved forward quickly and additional growth is expected

Finance and Administration Committee

Dr. Brawley reviewed the committee reports heard from the Office of Finance and Administration:

- The university's Operations and Maintenance Budget for FY 2010 was \$195.7 million, which included about \$35 million in restoration projects at both USU and AFRRI. Also, 14 laboratories were funded for renovation
- Current FY 2011 planning and funding challenges stem from the Department's initiatives to contain costs, the existing Continuing Resolution, and the university's recent implementation of a new accounting system

Dr. Brawley also summarized the report from Dr. Smith, Senior Vice President:

- The recently established Office of Accreditation and Organizational Assessment will oversee USU's eighteen accreditations as well as carry out internal control functions at both the Department and university level
- IT security remains a challenge. In the past six months, three major contracts have been awarded to replace outdated equipment, manage USU's video conferencing needs, and provide support services. Compared to similar institutions, the university has historically underfunded information technology

PRESENTATION: PATIENT CENTERED MEDICAL HOME

The Patient Centered Medical Home is an established model of primary care which is patient-centered and access-focused. Dr. Kugler's presentation provided an overview of this initiative, which is currently being implemented across the Military Health System.

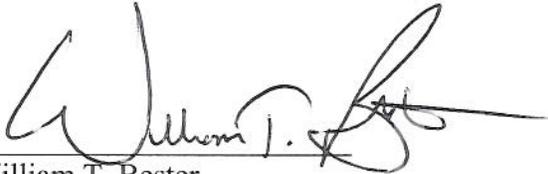
- The concept consists of several principles
 - Each patient has an ongoing relationship with a personal physician
 - The personal physician leads a team of individuals who collectively are responsible for patients' ongoing care
 - The personal physician provides all the patient's health care needs or arranges other care as needed
 - Care is coordinated across all elements of the complex health care system
 - Quality and safety are hallmarks of the medical home
 - Enhanced access to care is available through such systems as open scheduling and expanded hours as well as communication between patients
- Enrollment targets have been set for each Service and demonstration programs are ongoing at seven Military Treatment Facilities where success is being measured by collecting information on satisfaction, access, continuity, communication and healthcare quality
- Within primary care, the medical home concept hopes to reduce visits per person, increase enrollment, and increase preventive services
- Outside of primary care, the medical home concept hopes to reduce emergency room demand, reduce inpatient demand, and reduce specialty demand

- When fully implemented, the Patient Centered Medical Home policy should
 - Maximize readiness
 - Improve health outcomes and patient experiences
 - Enable sustainable costs

ADJOURNMENT

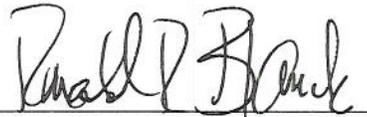
Dr. Blanck adjourned the open portion of the meeting at 11:30 a.m.

SUBMITTED:



William T. Bester
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck
Chair, Board of Regents

Prepared by Janet S. Taylor