

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

**Meeting No. 133
November 20, 2000**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 20, 2000, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. 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
Everett Alvarez, Jr., J.D., Member
John E. Connolly, M.D., Member
Ikram U. Khan, M.D., Member
John F. Potter, M.D., Member
W. Douglas Skelton, M.D., Member
RADM J. Jarrett Clinton, Acting Assistant Secretary of Defense (Health Affairs)
James A. Zimble, M.D., President, USU
VADM Richard A. Nelson, Surgeon General, U.S. Navy
LTG James B. Peake, Surgeon General, U.S. Army
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States
MajGen Leonard M. Randolph, Jr. representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Retired), Military Advisor 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
MG Harold L. Timboe, Commanding General, North Atlantic Region Medical Command
RADM Kathy Martin, Commander, National Naval Medical Center
BrigGen Barbara Brannon, Commander, Malcolm Grow Medical Center
COL Michael Dunn, Commander, Walter Reed Army Health Care Systems
COL Johnnie S. Tillman, Commander, Defense Medical Readiness Training Institute
COL John E. Baker, General Counsel, USU

AWARD PRESENTATION

An award ceremony opened the November meeting. Dr. Zimble presented the University's Distinguished Service Medal to Captain Jerry A. Thomas, MSC, USN.

Captain Thomas served as President of the Faculty Senate during the 1994-1995 academic year.

OPENING REMARKS

Dr. Bristow described a change in the structure of the yearly Board calendar as well as meeting content. Based on a consensus reached at the September Board meeting, the primary focus of each meeting will be as follows:

Fall Meeting	BOR Yearly Planning
Winter Meeting	Report to the Secretary of Defense
Spring Meeting	Graduation
Summer Meeting	Assessment and Evaluation

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, <u>Federal Register</u>
Tab 2	Members, Board of Regents
Tab 3	Bylaws, Board of Regents
Tab 5	Minutes from Work Group I, September 7, 2000
Tab 6	Minutes from Work Group II, September 7, 2000
Tab 7	Minutes from the Executive Committee, September 7, 2000
Tab 8	Minutes from Board Meeting No. 132, September 8, 2000
Tab 31-34	Reports to the Board, Administration and Management
Tab 36	Report to the Board, Teaching and Research Support
Tab 38-39	Reports to the Board, University Affairs
Tab 40-42	Reports to the Board, Office of the Brigade Commander
Tab 43-44	Reports to the Board, Continuing Education for Health Professionals
Tab 45	Report to the Board, Clinical Affairs
Tab 48	Report to the Board, School of Medicine Admissions
Tab 49	Report to the Board, Armed Forces Radiobiology Research Institute
Tab 50	Report to the Board, Henry M. Jackson Foundation

The Board, upon motion duly 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 September 8, 2000, Board of Regents Meeting.

BOARD ACTIONS

Appointments and Promotions

Dr. Hemming presented recommendations made on October 5, 2000, by the Committee of Appointments, Promotion and Tenure. Twenty-two recommendations for faculty appointments and promotions were forwarded.

Dr. Bristow added that Dr. Potter, currently a member of the Board of Regents, is among those recommended for faculty appointments. He explained that Dr. Potter recently accepted the position of Director, U.S. Military Cancer Institute, and concurrently resigned from the Board of Regents. Dr. Bristow stated that the Board's loss was the University's gain.

The Board, upon motion duly made and seconded,

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.

Dr. Abdellah presented a recommendation awarding tenure made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure on October 13, 2000.

The Board, upon motion duly made and seconded,

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

Degree Granting

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

The Board, upon motion duly made and seconded,

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

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

The Board, upon motion duly made and seconded,

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

Award Nominations

Dr. Zimble presented to the Board a recommendation that Merrily Poth, M.D., receive the USUHS Distinguished Service Medal for her accomplishments while serving as President of the Faculty Senate from July 1999 to June 2000.

The Board, upon motion duly made and seconded,

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

Dr. Hemming presented to the Board a recommendation that David W. Ferguson, M.D., receive the Exceptional Service Award. Dr. Ferguson served as Chairman of the Appointments, Promotion and Tenure Committee from September 1998 to September 2000.

The Board, upon motion duly made and seconded,

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

PRESENTATION: UNIVERSITY DEVELOPMENT PROGRAM

Mrs. Helaine Ahern, Assistant Vice President for Development, presented a report to the Board. Her points included the following:

- Congress established the Jackson Foundation years ago so USU could compete for and accept external support.
- The development program will allow USU to function like other universities as well as garner support for activities not covered by Congressional appropriations.
- The program's goal is to enhance the visibility of the University and to build relationships that attract financial support for research and educational priorities.
- There is a need to create a niche for USU by promoting its unique programs and purposes.
- To attract private support from individuals, corporations or foundations, USU needs to identify a small number of funding priorities and rate them according to marketability.
- Target the top two or three initiatives along with supporting activities (for example, an endowed chair or a center of excellence) and successfully sell these to prospective donors over the next two to three years.
- Produce a "case for support" that describes USU's priorities and goals in the context of its mission.
- Initiate alumni contact and create an accurate database for continued correspondence. Begin to raise consciousness about USU's needs among alumni and raise unrestricted funds for USU's academic mission. The suggested goal for the year-end mailing is \$30,000 with a twenty percent participation rate.
- Establish a fund-raising council to help the University identify and solicit major donors for specific funding priorities.

- With involvement of all associated with USU, garner support of approximately \$2 million from three to five national foundations in the next several years.
- Develop proposals to secure funds and/or in-kind support (such as equipment) from corporations or corporate foundations.
- A “cradle-to-grave” relationship with students is important and requires planning; begin it, using E-mail and websites as well as traditional methods of communication.
- Profile individuals who have given and keep individuals informed through the USU Quarterly.
- Create a centralized alumni/donor database.
- Using other universities’ experiences, assess the resources necessary to achieve development goals. USU needs to make sure its limited dollars are being spent in a productive manner.
- Research shows younger donors see their gifts as an investment; systems to communicate with donors regarding stewardship of their gifts are essential.

Several members of the Board complimented Mrs. Ahern’s presentation. The discussion following her report covered a wide variety of topics which included:

- Establishing a position such as “class agent” each year following graduation to assist in alumni communication and location;
- Using the opportunities inherent in “naming programs,” such as naming a building, a professorship or a chair; and,
- Realizing that although relationships with companies are possible, over 85 percent of philanthropy in the U.S. comes from individuals.

REPORT: USU STRATEGIC PLANNING

Goal 1: Preeminence in the Academics of Military and Operational Medicine

Dr. Eric Marks, Associate Dean for Faculty Affairs, reported on some of the issues and current concerns associated with Goal 1. Significant points included:

- Although many positive outcomes stem from the closed system involving USU and military medicine, any change occurring in part of the system affects the whole.
- Relatively recent changes in the military health-care environment such as redistribution of resources, military down-sizing in general, the shift to outpatient vs. inpatient care and privatization issues with TRICARE have all had an impact on the University.
- As the environment continues to change, the distribution of students, patients and faculty presents a challenge.
- Most teaching faculty are requested to accept more and more clinical, operational and administrative responsibilities in their respective clinical sites as well as multiple tasks academically. This directly affects faculty availability and therefore all USU medical education, both undergraduate and graduate.

- Without the Simulation Center, using just the University's three affiliated teaching hospitals, USU would not be able to support Introduction to Clinical Medicine III.
- Sending students further afield for clerkships presents financial as well as quality control issues.
- All the factors listed above need to be considered in terms of strategic planning.
- A careful analysis of current trends is needed.

Goal 2: Information Technologies and Resources

Dr. Vern Schinski, Vice President for Teaching and Research Support, provided information to the Board regarding the planning, implementation and maintenance of the University's information technologies. Points included:

- Hand-held computers have been provided to the second year class using un-appropriated funds. These will provide common paths of communication as students enter their rotation cycles.
- Working with the National Library of Medicine, a very high-speed network link to Internet-2 has been arranged for USU and the Simulation Center. This will enhance teaching using virtual reality methodologies and long distance learning.
- Security is a major concern regarding information technologies, primarily due to the University's link to a commercial Internet provider. If USU converts to a more secure system (for example, changing to a .edu address) many problems (both technical and financial) occur not only for the University, but also for the 12 regional commands that rely on USU for Internet access.
- Funding concerns remain paramount. The next generation of computers and its support will involve increased costs. Budget requests in POM 2003 have been submitted but it is doubtful they will meet with success.

Dr. Zimble remarked that one possibility under consideration is that the University carry two addresses—one .edu and one .mil. Any solution, however, requires resources not presently available. He also said a possible source of revenue might be our sophisticated electronic library. In conjunction with the National Library of Medicine, USU could become the primary provider of full-text journals on-line for DoD. This requires an extremely robust system, which would require a substantial investment.

The possibility of leasing rather than owning the technical support system was raised. Dr. Schinski said as the University moves toward a .edu address the possibility of leasing the space and time is being considered.

Dr. Bristow emphasized the importance of USU remaining on the cutting edge of information technologies in order to be recognized as the preeminent national leader in the academics of military and operational medicine.

Goal 3: Research and Development

Dr. Michael Sheridan, Interim Vice President for Research, reported on the University's research programs. Growth in research funding provides one measure of Goal 3's progress: in FY 1998, research funding for the University was just over \$44

million; in FY 2000, research funding was approximately \$76.5 million. Additionally, funding from the National Institutes of Health has increased during the same period from just over \$7 million to just under \$10 million.

Goal 3 is aimed at creating and nurturing research at the University. Three strategies support this goal:

- Developing new programs that are of interest to the University and to the Uniformed Services;
- Improving the research environment at USU; and,
- Improving the public benefit of research performed at the University through publicizing research accomplishments as they occur. A joint patent/technology review group has recently been established in conjunction with the Henry M. Jackson Foundation. Researchers interested in pursuing patent issues bring proposals to the committee. If the committee review is positive, the submission is forwarded to the Foundation and on to patent attorneys.

There are presently over 500 research protocols at USU. A research administration staff of 12 people manages these protocols. Additional projects will probably come to the University from both the Armed Forces Radiobiology Research Institute and the Military Cancer Institute, necessitating an increase in administrative staff. Research administration is responsible for all phases of each project, from proposal through final reports. Additionally, accompanying each project is a series of assurances that USU is a safe place to work, that animals are handled properly, and that appropriate assurances according to Federal guidelines are in place when research involves human subjects. Also, new educational requirements are imminent for research involving animal or human subjects.

Dr. Sheridan closed by stating an additional strategy needs to be added to Goal 3—one that ensures the enforcement of regulations and guidelines that deal with safety issues in the research workplace.

Dr. Skelton confirmed the accuracy of Dr. Sheridan's issues and concerns, and said few university administrators realize how easily an institution's reputation can be damaged and research efforts halted through inattention to guidelines. Dr. Skelton suggested that Dr. Sheridan share some of these compliance issues at a future Board meeting.

Dr. Zimble said a compliant and robust research initiative is necessary for USU to be a credible School of Medicine and Graduate School of Nursing. Research is a necessary component in order for the University to remain competitive.

Dr. Hemming discussed the possibility that soon any protocols using human subjects will entail additional educational components.

Admiral Nelson asked how much cooperation and coordination occurs among the Services and the DoD academic institutions in the metropolitan area. Dr. Zimble replied that commitments are present throughout the system even though many bureaucratic challenges exist. Dr. Sheridan remarked that, under the guidance of Health Affairs, standardization and collaboration among Institutional Review Boards (IRB's) is an attainable goal.

From a faculty standpoint, Dr. Marks stated that, partly as a reaction to innovative research ideas being held up for 6 to 12 months, concurrent reviews are often done. The

facility where the research occurs does the primary site review and the home facility of the principal investigator only an administrative review, depending upon the issues involved.

Dr. Bristow stated that coordinating and simplifying the research IRB process was very important, and Dr. Skelton reminded the Board that a more homogenous IRB process would be helpful from a publicity standpoint and facilitate faculty compliance as well. Dr. Zimble said the University is in an excellent position to bring about such cooperative arrangements. Dr. Clinton offered to initiate this process, stating his office will work with the Surgeons General to reach an agreement.

Action Items:

1. The Vice President for Research will report on compliance issues at the Board of Regents Meeting in February 2001.
2. The Office of the Assistant Secretary of Defense (Health Affairs) will initiate Tri-Service coordination to simplify and standardize Institutional Review Boards.

Goal 4: Resource Stewardship

Mr. John Dexter, Vice President for Resource Management, presented a list of areas in which measurable objectives can be developed emphasizing the effective use of the University's resources. Some of the areas mentioned are time cards, travel and government purchase cards, interest payments and manpower and space utilization. He also reviewed the status of some of the FY 2000 goals reported to the Secretary of Defense in FY 1999. These included the facts that funding for the Simulation Center and the Military Training Network are now included in USU's budget base. Mr. Dexter reiterated Dr. Schinski's remarks that University improvements have difficulty competing in the arena of military health care, particularly when a large deficit exists throughout the system.

Dr. Bristow thanked Mr. Dexter, both for this report and for his many contributions to the University with a special thanks for revising Board of Regents budget reports making them more understandable to a lay audience. Mr. Dexter is retiring in January.

Goal 5: Organizational Culture

Mrs. Mary Dix, Vice President for Administration and Management, reported on the progress of Goal 5 during FY 2000. Breaking down organizational culture into understanding, recognition and communication, Mrs. Dix's comments included the following:

- The Office of Equal Employment Opportunity, the Brigade Command, the Office of Recruitment and Diversity Affairs and Civilian Human Resources cooperate to ensure the enhancement of equal opportunity principles, to encourage respect throughout the University and to promote training in personal development.
- Several programs are now in place which recognize and reward faculty, students and staff for their accomplishments. These include awards approved

and presented by the Board of Regents, service awards presented to civilian employees by Dr. Zimble at their work sites, and medals approved and presented to military personnel through the Brigade Command. Recognition is also enhanced through USU Quarterly feature stories.

- Communication efforts, both internal and external, include the USU Journal, which has been distributed widely and well received.

Goal 6: University Recruitment and Diversity Affairs

Goal 6 addresses diversity, both among students and faculty. LtCol Carolyn Miller, Vice President for Recruitment and Diversity Affairs, presented accomplishments to date as well as progress toward future goals. Her remarks included:

- Recruitment strategies reflect USU's desire to increase the matriculation of underrepresented minorities. The current goal is ten percent.
- Redesigned recruiting packages have been widely distributed, including ROTC units and military installations worldwide.
- Plans are underway for alumni to help recruit at institutions located near their duty stations.
- The creation of a "pipeline" from institutions where many USU matriculants complete undergraduate work is being studied.
- The primary focus so far has been the School of Medicine. Work is beginning to increase diversity in Graduate Education programs, the Graduate School of Nursing, and among all faculty.
- Community outreach programs are active and strong. These include the Helping Hands Clinic Project in Takoma Park and the Youth Science Enrichment Program.
- USU's Post-Baccalaureate Program is a success, and this year includes an active duty enlisted member.
- A primary goal involves allowing recruiters to work with USU as well as the HPSP.

Discussion following Colonel Miller's report focused upon the important role pre-med advisors at undergraduate institutions play in directing students toward specific medical schools.

Dr. Skelton suggested using the AX Program, which is administered through the Public Health Service, as a recruiting vehicle. The AX Program publicizes career opportunities for Public Health Service employees.

Summary

Dr. Zimble reminded the Board that the Strategic Plan can be found on the USU website and that the site is interactive. Communication is welcome.

Dr. Bristow stated it would be beneficial to take an overarching look at what the University's needs over the next several years are likely to be in light of other changes, many of which were mentioned in earlier reports.

Admiral Moritsugu reaffirmed the value of such an effort and also the value of the strategic planning process.

Dr. Zimble stated that it would be extremely beneficial if the Board addressed, as an agenda item at the retreat, a vision for the University for the next ten years.

In response to a request from Mr. Alvarez for pertinent information which would make planning more accurate, Dr. Zimble suggested that a briefing for the Board by Health Affairs and/or the Surgeons General occur at the February meeting. Such a briefing would give the Board a sense of where the major challenges will be in meeting the requirements of military medicine, especially addressing how the new "complete benefits" role fits into DoD's readiness mission. Dr. Clinton expressed support and stated that Health Affairs would give the briefing. Dr. Bristow asked that the Board be given a report in February regarding the time needed for an informational piece on the anticipated changes in military medicine so the Board can discuss USU's future directions and needs from an informed point of view.

Action Items:

1. Place a discussion of USU in 2010 on the agenda for the Board retreat.
2. At the February Board meeting, submit a response date for a presentation to the Board on anticipated changes in military medicine.
3. The Office of the Assistant Secretary of Defense for Health Affairs will brief the Board of Regents at the February meeting on current challenges and issues in military medicine.

REPORT: FEBRUARY BOARD OF REGENTS RETREAT

Dr. Bristow suggested that, in keeping with our efforts to reorganize our Board meetings so as to have a particular focus at each meeting, the retreat be moved to the Fall Meeting. The focus of the February meeting is the 2001 report to the Secretary of Defense.

DEPARTMENT SELF-STUDY

Dr. Hemming described the need to institutionalize the Department of Military and Emergency Medicine. He said that the department has completed a self-study and that a report of the findings will be ready before the May Board of Regents Meeting. Dr. Bristow requested that a formal recommendation and action item be presented at that time. Dr. Hemming talked about the need for support from the Services regarding this issue.

Action Item: Dr. Hemming will present the self-study in May 2001.

REPORT: WORK GROUP II

Dr. Khan reviewed a general schedule of due dates for the 2001 Report to the Secretary of Defense and asked for comments on the broad report outline. Dr. Bristow reminded the Board that the focus of the upcoming report is research. Dr. Skelton stated that because a new administration will be in place, it is important to keep in mind that the person to whom our report is addressed may have little prior awareness of the USUHS. Accordingly, the report needs to be offered in a broad context, and should make readily evident how the University fits into DoD's mission.

CORE REPORTS:

President's Report

Dr. Zimble reported on budget matters, including the probability of additional funds and the repercussions, primarily on faculty salaries, if they are not received. He also informed the Board that the U.S. Military Cancer Institute held its first meeting. Dr. John Potter, Director, listed the names of the Institute's officers, both of the Executive Committee and of the newly established Programs. Personnel drawn from Walter Reed Army Medical Center, the National Naval Medical Center, Malcom Grow Medical Center, USU and the Armed Forces Institute of Pathology are included. A committee of non-military scientific advisors has also been appointed, and Dr. Potter described the group's expertise and experience. He also reviewed the need for stable billeted positions across the Services and the need for Ph.D.'s (in molecular biology, for example) as well as M.D.'s

Dr. Zimble and COL Eng provided an update on the Armed Forces Radiobiology Research Institute. Needed funds have been approved to keep the Institute viable.

COL Eng thanked the Surgeons General for their support.

Student Management

Dr. Richard MacDonald, Associate Dean for Student Affairs, updated the Board on each class in the School of Medicine. Of special note is the completion of the USMLE Step 2 for most of the MS-IV students. Average performance (class mean – 210) and the first-time pass percentage (97%) are slightly above those of last year. Dr. MacDonald also spoke about the rapid decline in the number of applications to the School of Medicine over the past three years. He said nationally the number of applications has dipped about 25 percent. At USU, applications have declined about 53 percent.

In response to a question from Dr. Potter, Dr. MacDonald stated that, in his opinion, the downward trend reflects less interest in both the military and the field of medicine.

Dr. Zimble reminded the Board that although the applicant pool is down, the number of applicants per slot at USU is still ten to one. Nationally, the number of applicants per slot for medical school is two to one. Additionally, the University's declination rate has always been low.

Recruitment

LtCol Carolyn Miller, Vice President, Recruitment and Diversity Affairs, presented a report on recruitment. Colonel Miller continues to work with USU Alumni Affairs to create and implement an active ROTC recruitment plan. She also hopes to address the total military recruitment issue.

Colonel Miller reported that a recruitment icon would soon appear on the USU home page. Partial student biographies will be available so interested applicants can correspond directly with USU students.

General Morgan reemphasized the use of ROTC offices for recruiting purposes, and stated that an E-mail or phone call from a Surgeon General or his office would be of tremendous assistance just before a recruiting trip or ROTC visit.

SEMIANNUAL REPORTS

Clinical Affairs

Colonel Emmanuel Cassimatis, Associate Dean for Clinical Affairs, reported on the status of USU's international programs. He said an increasing number of international military medical institutions (many from the former Soviet Union) are seeking support from USU regarding systems of medical education. The European Command (EUCOM) has requested University support for three missions.

General Randolph described the International Health Specialist Program initiated by General Carlton, and how important intercultural understanding is as all interactions become more global.

Dr. Bristow asked that this item be brought back to the Board in February, with further explanations and a line of separation drawn between the two programs because they have quite different implications.

Action Item: At the February Board Meeting, Clinical Affairs will present an overview of USU's involvement in international programs, distinguishing between University and Service programs.

PROPOSED PROGRAM: DOCTOR OF PHILOSOPHY, ENVIRONMENTAL HEALTH SCIENCE

Dr. Hemming brought before the Board a proposal to establish a doctoral program in environmental health science. The proposal has been reviewed and approved by the Department Chair, Preventive Medicine and Biometrics, and the Graduate Education Committee. Dr. Hemming stated that the program's establishment was requested by the Services, and that its creation and operation will not require additional resources. The Preventive Medicine and Biometrics Department faculty will carry out this program, with primary responsibility resting in the Division of Environmental and Occupational Health.

Admiral Moritsugu stated that the proposed program would be a quad-service offering.

The Board, upon motion duly made and seconded,

Voted by voice vote: To concur with the recommendation made by 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 action.

REPORT: GRADUATE SCHOOL OF NURSING

Dr. Faye Abdellah, Dean, Graduate School of Nursing, presented a status report to the Board. Points included:

- 97 percent of last year's graduating class passed their Certification Examination on the first attempt; the remainder passed on the second.
- An Outcome Assessment Program was begun among alumni and employees and a report to the Board is expected in February.
- A full-time faculty member is now assigned to the Simulation Center specifically to work with nurses.

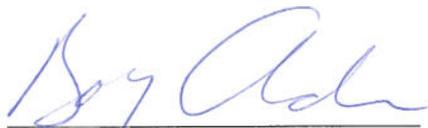
- The Graduate School of Nursing is experiencing an increase in applications.
- The second distance-learning graduation will occur in May 2001; this is in partnership with the Department of Veterans' Affairs.

Action Item: The Graduate School of Nursing will report to the Board at the February meeting on its Outcome Assessment Program.

ADJOURNMENT

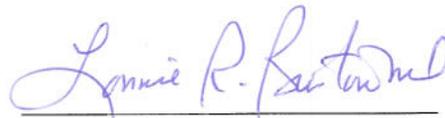
Following compliments for the presentations heard and there being no further business, a motion was made, seconded and duly passed to adjourn the meeting at 2:30 p.m.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Lonnie R. Bristow
Chair, Board of Regents

Prepared by Jan Taylor
Staff, Board of Regents