

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

Meeting No. 137
November 14, 2001

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 14, 2001, at the United States Naval Academy in Annapolis, Maryland. Notice of the meeting date and agenda was published in the Federal Register and each Regent was duly notified prior to the meeting. The meeting was called to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Robert E. Anderson, M.D., Vice Chair
Lonnie R. Bristow, M.D., Member
John E. Connolly, M.D., Member
Ikram U. Khan, M.D., Member
W. Douglas Skelton, M.D., Member
James A. Zimble, M.D., President, USU
RADM Kenneth P. Moritsugu, Deputy Surgeon General of the United States
Maj Gen Leonard M. Randolph, Jr., representing the Assistant Secretary of Defense,
Health Affairs
MG Harold L. Timboe, representing the Surgeon General, U.S. Army
RADM Alberto Diaz, Jr., representing the Surgeon General, U.S. Navy
Col Jay D. Sprenger, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Brig Gen Barbara Brannon, Commander, Malcolm Grow Medical Center
COL Johnie S. Tillman, Commander, Defense Medical Readiness Training Institute
LTC Karen M. Gausman, representing the Dean, Graduate School of Nursing

ASSUMPTION OF THE CHAIR

In September 2001, President George W. Bush designated Mr. Alvarez as Chairman of the Board of Regents. First appointed to the Board in 1988, Mr. Alvarez has served continuously to the present, including a term as Chairman from 1992 to 1996. Following remarks thanking Dr. Bristow for his able leadership, Dr. Zimble presided as the gavel passed from Dr. Bristow to Mr. Alvarez.

UNITED STATES NAVAL ACADEMY (USNA) MISSION BRIEF

Following an introduction by Captain Robert Schultz, Senior Medical Officer, USNA, Vice Admiral John Ryan, Superintendent, USNA, presented an overview of the Academy and its mission. Included were brief biographies of famous graduates, a description of the Academy's

strategic plan and its usefulness as a tool in allocating resources, and a review of a relatively new program to raise private funds enabling such amenities as endowed professorships in every department. A description of the academic program was also presented.

- The Academy is basically an engineering/mathematics institution. The core curriculum contains two semesters of chemistry, physics, and electrical engineering; three semesters of calculus; and one of differential equations.
- The average midshipman takes 18 –19 course hours each semester.
- A recent change in the curriculum is an emphasis on information technology, which will probably become an additional major.
- Midshipmen interested in medicine usually major in chemistry, adding additional biological science courses during summers.
- Character development, honor and values are taught and discussed throughout the undergraduate years.
- Like West Point and the Air Force Academy, Annapolis has adopted a permanent military professor program in which officers with 14-15 years in the Service receive assistance in obtaining a Ph.D. and then spend the remainder of their career teaching at the Academy.

THE CONSENT CALENDAR

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The Board, upon motion duly made and seconded,

Voted by voice vote: To accept those items submitted for information only and to approve, as submitted, the Minutes of the August 14, 2001, Board of Regents Meeting.

PRESIDENT'S REPORT

Dr. Zimble's report to the Board included the following items:

- The University's involvement in response to the tragedies of September 11, 2001 was diverse.
 - University graduates were among the first respondents at the Pentagon.

- USU is involved in a study of post-traumatic stress among survivors of the crash into the Pentagon.
- AFRRI's contributions include past studies concerning spore destruction through radiation.
- A Homeland Defense Committee has been established at the University enabling collaboration and cooperation.
- Dr. Val Hemming, Dean, School of Medicine, testifies today before the House of Representatives Committee on Veterans' Affairs. He is addressing the importance of including the study of weapons of mass destruction in medical school curricula.
- Dr. William Winkenwerder is the new Assistant Secretary of Defense for Health Affairs.
- Vice Admiral Michael Cowan was named Surgeon General of the Navy in mid-August.
- Five names are currently being vetted for Board of Regents membership.
- The Dean Search Committee for the School of Medicine is finishing its work; the final three candidates have almost finished the interview process. The Graduate School of Nursing Dean Search Committee is in the early stages as the position is still being advertised. A search is also occurring in AFRRI for the position of Scientific Director.
- Mr. Charles Abell, Assistant Secretary of Defense for Force Management Policy, is unable to support a request that would allow non-billeted faculty at USU to receive joint service awards.
- Mr. Abell has responded more positively concerning promotion authority for USU students that would allow medical students to move from O-1 to O-2 at the conclusion of their second year.

RADM Moritsugu was invited to comment on the September 11 response by the Public Health Service.

- Following the attacks, the Secretary of Health and Human Services activated the National Disaster Medical System as well as the USPHS Commissioned Corps Readiness Force.
- Over 500 officers were dispatched to New York City, even though the medical and disaster infrastructure there is strong.
- Lessons learned include
 - The importance of carefully assessing problems as well as available local resources.
 - The significance of mental health and mental injuries, and the role the media played by imprinting on everyone the image of a jet repeatedly flying into the World Trade Towers.
 - The need to rebuild the public health infrastructure, especially in areas outside major metropolitan districts.
 - The fact that "responding in the fog of battle" puts health professionals in a learning mode and one dealing with "new" science.

Discussion following RADM Moritsugu's remarks included several points concerning the University.

- USU is well represented among the experts presently being sought.
- The University could take the leadership in developing a master's degree in public/community health with a concentration on weapons of mass destruction.

- There is a heightened awareness on Capital Hill of the need to strengthen the public health infrastructure.
- The above factors are among those to be raised in this year's annual report to the Secretary of Defense.
- In this new era, the potential exists for the University to make important contributions.

SCHOOL OF MEDICINE DEAN SEARCH

Dr. Drucker presented an overview of the SOM Dean Search Committee's work. Sixty-five candidates applied initially; nineteen of these were invited to interview. At present there are three finalists, two of whom have been through the last interviews. These consist of almost two full days of hourly meetings with various University constituencies, including students. Dr. Drucker complimented the committee participants, and remarked about efforts made to keep the process as open and democratic as possible.

BOARD ACTIONS

Degree Granting

Dr. Helke, Associate Dean for Graduate Education, presented for certification six individuals to receive the Doctor of Philosophy degree:

- George Steer, Doctor of Philosophy, Department of Anatomy, Physiology and Genetics
- Nicole Ross, Doctor of Philosophy, Neuroscience Program
- Lieutenant Jeffrey Cook, USN, Doctor of Philosophy, Department of Medical and Clinical Psychology
- Casey Skvorc, Doctor of Philosophy, Department of Medical and Clinical Psychology
- Captain Julie Storey, USAF, Doctor of Philosophy, Department of Medical and Clinical Psychology
- Major Michael Sardelis, USA, Doctor of Philosophy, Department of Preventive Medicine and Biometrics

Dr. Bristow requested that at a future meeting the Board be briefed on the procedures followed at the University for any research involving human subjects, including out-of-country projects.

Action: A review of the IRB process will be presented at the February meeting.

Discussion concerning the civilian/military ratio of graduate students included comments regarding the fact that students from other Federal agencies account for some of USU's civilian student population. RADM Moritsugu said recent events might well increase this number. For example, the Department of Agriculture is currently studying the safety of the nation's food supply.

Upon motion duly made and seconded, the Board

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

Dr. Helke, Associate Dean for Graduate Education, presented for certification Elizabeth Maloney to receive a Doctor of Public Health in the Department of Preventive Medicine and Biometrics.

Upon motion duly made and seconded, the Board

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

Dr. Helke, Associate Dean for Graduate Education, presented for certification two candidates for a master's degree:

- Nicole Vaughn, Master of Science, Department of Medical and Clinical Psychology
- Captain Scott Woodard, USA, Master of Military Medical History, Department of Military Medical History

Upon motion duly made and seconded, the Board

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

LTC Gausman presented three individuals to receive a Master of Science in Nursing upon successful completion of requirements:

- Capt Mikel W. Phillips, USAF, NC
- LCDR Judy Jo Rogers, NC, USN
- Major Samuel N. Weber, AN, USA

Upon motion duly made and seconded, the Board

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

Faculty Appointments and Promotions

Dr. Zimble requested that Dr. Val Hemming be appointed Emeritus Dean, F. Edward Hébert School of Medicine, upon his retirement.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the appointment and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Zimble presented the request that Dr. Herbert Morgan be appointed Emeritus Professor of Microbiology and Immunology.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the appointment and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Zimble presented the recommendations made on October 2, 2001, by the Committee of Appointments, Promotion and Tenure. Seven individuals were recommended for faculty appointments and promotions.

Upon motion duly made and seconded, the Board

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

Award Nomination

Dr. Zimble presented the recommendation that COL Richard Conran, MC, USA, Department of Pathology, receive the USUHS Distinguished Service Medal in recognition of his accomplishments while serving as President of the Faculty Senate from July 2000 to June 2001.

Upon motion duly made and seconded, the Board

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

CORE REPORTS

Budget

Mr. Rice summarized Fiscal Year 2001. His remarks also included current and future concerns.

- USU received \$97.028 million and closed the fiscal year with all but \$5.5 thousand obligated.
- In August, an additional \$5.1 million was received (primarily from a supplemental appropriation). This money was applied to the University's maintenance and repair budget, primarily the continuation of the HVAC repair, the completion of the plaza repair, the repair of the elevators in Building B, and the renovation of the anatomy lab. New support equipment was also purchased.

- Financial management initiatives begun in the past fiscal year include individual budget meetings with each Vice President, Chair and Department Head as well as requiring more detailed justification with budget submissions.
- Current concerns include the escalating costs of the HVAC repair, the effects of the upcoming mandatory GS pay raise in terms of money left for faculty salaries and increases, and maintenance costs on two newly-acquired buildings from the National Naval Medical Center.
- The Program Objective Memorandum (POM) process has begun for Fiscal Year 2004.

Action: Mr. Rice will present a POM brief at the February Board of Regents Meeting.

Ensuing discussion covered several topics.

- Student travel costs have increased as the number of patients in the metropolitan area has decreased in certain specialties. (New clinical sites need to be utilized in order to give students a solid base of experiences.)
- To date, civilian hospitals are only involved in specialties not found in military facilities.
- Educational cost per student will rise either through an increase in travel during rotations or through a planned decrease in class size.
- Most of the graduate programs, which are completely in-house, have room for additional students. The University can especially accommodate sponsored students from elsewhere in the Government.
- The University has instituted several energy-saving programs and techniques in the face of rising utility costs.
- Dr. Zimble described how the Washington Headquarters Service sets faculty salary ranges and the amount of flexibility USU has within those ranges.

Mr. Alvarez and Dr. Zimble complimented Mr. Rice both on the Board presentation and on achieving an obligation rate of 99.99 percent for Fiscal Year 2001.

Recruitment and Admissions – Graduate School of Nursing

LTC Gausman reported that 29 students were admitted in June 2001.

- The Nurse Anesthesia Program admitted 13 students.
- The Family Nurse Practitioner Program admitted 14 students.
- Two Family Nurse Practitioner Post-Master's students were admitted.

Recruitment and Admissions – Recruitment and Diversity

Lt Col Miller reported on University recruitment, retention and diversity.

- A Memorandum of Agreement was signed between USU and Franklin and Marshall College. Students interested in medicine will shadow our military physicians at the three teaching hospitals affiliated with USU in the metropolitan area.
- USU participated in a Tri-Service HPSP Recruitment Meeting last October.
 - A committee will look at the possibility of a joint USU/HPSP application to medical school.
 - Applicants rejected by USU will be given a contact in the HPSP.
 - Joint USU/HPSP medical service indoctrination is a future possibility.
- Four USU alumni attended local recruitment fairs.

- In October, nine Air Force Academy graduates now attending USU held a video teleconference with cadets interested in applying to USU. The conference was declared a success.
- USU currently has an underrepresented minority population of seven percent. Additionally, 31 percent of the students are women. Diversity is still an issue.
- The Surgeons General of the Army, Air Force and the Public Health Service have approved the USU Preparatory Program. Navy concerns are being addressed and, if the Navy approves the program, it will come back to the Board for final approval.

Recruitment and Admissions –Graduate Education

Dr. Helke stated that enrollment in the School of Medicine graduate programs currently stands at 149. Of these, 61 matriculated in August 2001.

- There are 108 candidates for the Ph.D. or Dr. PH.
- There are 41 candidates for a master's degree.
- Nearly half of the groups are members of the Uniformed Services.

Actions:

1. Dr. Helke will present recruitment issues in Graduate Education at the February meeting.
2. At Dr. Zimble's request, the Surgeon Generals will provide the Board of Regents with a listing of each Service's basic requirements. That is, how many uniformed researchers each needs as well as potential areas of critical expertise.

SEMIANNUAL REPORTS

Research

Dr. Kaminsky reported that USU has been awarded its first Program Project Grant from the National Institutes of Health (NIH). The grant (about \$1.5 million for three years) was made to researchers developing vaccines against the AIDS virus. Although investigator initiated, program grants are unique in that they bring interdisciplinary teams together. Dr. Kaminsky described some of the non-medical benefits of these grants, which include new ways of departmental thinking within the University and increased prestige for USU in general.

Dr. Kaminsky presented a history of USU's research funding from FY 1995 through FY 2000. Total research dollars were broken down into four categories: intramural funding; DoD funding; extramural funding; and, Congressional set-asides. Extramural funding is the only area over which University faculty has control and therefore is a good measure of productivity. Using NIH dollars as a yardstick, funding rises from about \$2.3 million in FY 1996 to \$16.5 million in FY 2001. Compared with NIH dollars at other medical schools in the United States, this places USU eightieth in a research ranking, or in the bottom of the middle third. Dr. Kaminsky feels USU's goal should be the top of the middle third with good productivity on an individual basis.

Action: Research funding by department will be presented at the February meeting.

Dr. Zimble emphasized the University's uniqueness in that a significant portion of all USU's research is relevant militarily.

Teaching and Research Support

Dr. Schinski described the increased capabilities of the University's Specific Pathogen-Free Rodent Barrier, located in the central animal facility. Investigators using the facility as well as animals in it have increased. New equipment and services include

- Ten ventilated cage racks.
- Computerized cryogenic equipment, enabling embryo cryopreservation services.
- Microinjection services.

Dr. Schinski also briefly addressed the present and future capabilities of the University's new database system for students' records, the Student Tracking Admissions and Registration System (STARS II).

Action: STARS II, developed by USU's University Information Systems Department, will be demonstrated and discussed at an upcoming meeting.

PRESENTATION: CENTER FOR THE ENHANCEMENT OF HEALTHCARE TRAINING AND OUTCOMES (CEHTO)

CDR Lewis opened the presentation describing the center's rationale. One of the University's primary accrediting institutions, the Liaison Committee on Medical Education (LCME), recently stated that medical faculty and students need to address gender and cultural biases in the delivery of health care and, in general, prepare providers to care for diverse patient populations. CEHTO enables the University to comply with these requirements in addition to improving USU's curriculum and maximizing health care outcomes.

Dr. Tanenbaum, Director, Program Development, continued with a description of CEHTO's goals and activities:

- Curriculum development, including both training and evaluation (of both program and participants)
 - Is aimed at medical and nursing students, graduate students, residents and interns
 - Inserts training modules into the existing curriculum that include concept understanding and practical applications, such as taking medical histories and giving physicals at the National Capital Area Medical Simulation Center or experience at a community clinic
 - Includes goals such as increasing patient satisfaction, improving healthcare outcomes and reducing healthcare disparities
- Community development within the University
 - Is aimed at students, faculty and staff
 - Focuses on cultural awareness and respect
 - Results in improved relationships and increases quality of work life

Currently, CEHTO staff is developing training modules and identifying methods of instruction.

OVERVIEW: PROMOTING CAREERS IN NAVY MEDICINE

Dr. John Kelley, Associate Dean Emeritus and Chair, Premedical Advising Committee, USNA, reviewed the history of his "premed program" for the Board. He said that although the Academy's goal is not to produce Navy doctors and dentists, it does permit 15 spaces each year for midshipmen dedicated to a Navy medical or dental career. Since the beginning of his program with six graduates in 1974, it has contributed well over 300 physicians to the Navy. Dr. Kelley also described the timelines involved and the processes he has developed which help ensure the quality and motivation of each medical school candidate from the Academy.

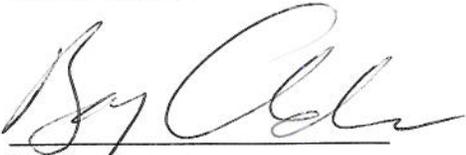
STRATEGIC PLANNING

Dr. Zimble reported briefly on the University's strategic planning activities since August 2001. Action teams are being formed under each of the seven goals enabling wide participation by faculty and staff. Progress on each goal will be presented to the Board in February 2002.

ADJOURNMENT

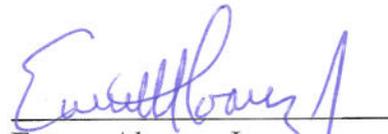
There being no further business, a motion was made, seconded, and duly passed to adjourn the meeting at 2:45 p.m.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor
Staff, Board of Regents