

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

**Meeting No. 145
November 4, 2003**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 4, 2003, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, 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 Chair called the meeting to order at 8:00 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
Linda J. Stierle, MSN, RN, CNAA, Vice Chair
Otis W. Brawley, M.D., Member
William C. De La Peña, M.D., Member
Sharon A. Falkenheimer, M.D., Member
Ikram U. Khan, M.D., Member
Vinicio E. Madrigal, M.D., Member
Lawrence C. Mohr, M.D., Member
Robert E. Anderson, M.D., Former Member
James A. Zimble, M.D., President, USU
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States
RADM Steven E. Hart, representing the Surgeon General, U.S. Navy
COL John M. Powers, representing the Assistant Secretary of Defense (Health Affairs)
Col Michael W. Spatz, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Larry L. Laughlin, M.D., Ph.D., Dean, School of Medicine, USU
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
Brig Gen William J. Germann, Commander, Malcolm Grow Medical Center
CAPT Paul E. Farrell, representing the Commander, National Naval Medical Center
COL Alan L. Moloff, Commander, Defense Medical Readiness Training Institute

DOCUMENT PRESENTATIONS

Mr. Alvarez and Dr. Zimble presented appointment and confirmation documents to Dr. Falkenheimer and Dr. Mohr, the Board's newest regents. Both Dr. Falkenheimer and Dr. Mohr were nominated by President Bush on January 21, 2003, and confirmed by the U.S. Senate on May 1, 2003.

OPENING COMMENTS

Mr. Mannix reported that the Executive Committee of the Board was polled on September 3, 2003, regarding the approval of a Distinguished Service Medal for Dr. Ildy Katona. This item was approved by the Committee and is therefore submitted for the Board's ratification.

Following a review of upcoming meeting dates and a reminder that items of consent can be extracted for clarification or discussion, Mr. Alvarez presented the Consent Calendar:

Tab	5	Minutes, Committee of the Whole, August 4, 2003
Tab	6	Minutes, Board of Regents Meeting, August 4, 2003
Tabs	26	Report to the Board, Office of Review and Evaluation
Tab	27	Report to the Board, Office of Research
Tab	28	Report to the Board, Teaching and Research Support
Tab	29	Report to the Board, Graduate Medical Education
Tab	34	Report to the Board, Alumni Affairs
Tab	35	Report to the Board, University Affairs

The Board, upon motion duly made and seconded,

Voted by voice vote: To ratify Dr. Katona's award, to approve the Minutes of the August 4, 2003, Board of Regents Meeting, and to accept as submitted those items presented for information.

PRESIDENT'S REPORT

Following his welcome, Dr. Zimble reminded all those in attendance that University staff submitting semiannual reports were present to entertain questions, even if the report appeared on the Consent Calendar.

The President's Report included the following:

- The University's Strategic Plan was discussed at an off-site meeting in October of USU's vice-presidents. The process of gathering feedback from the entire University regarding the new goals is just beginning, and faculty involvement is deemed especially important. Dr. James Smirniotopoulos, Chair, Department of Radiology and Radiological Sciences, is directing the planning effort.
- The appropriate members of Congress receive the names of constituents entering or graduating from USU. As requested at the Summer Meeting, a sample letter was shared with the Board. Dr. Anderson suggested that using the student's name in the body of the letter, rather than as an enclosure, would be much more effective.
- The Council on Accreditation of Nurse Anesthesia Education Programs awarded USU's Nurse Anesthesia Program maximum accreditation.
- The Department of Microbiology and the Department of Preventive Medicine and Biometrics became funded partners in one of eight national Centers for Excellence in Bioterrorism. Dr. Zimble complimented USU's Office of Research, under the leadership of Dr. Kaminsky, for instigating this achievement.
- Mrs. Everett Alvarez is diligently working to increase public awareness of the University, both in name recognition and financial support.

DEANS' REPORTS

School of Medicine

Dr. Laughlin reported that Colonel (s) Andrew J. Satin, USAF, MC, has accepted the position of Chair, Department of Obstetrics and Gynecology. Col Satin is a 1986 graduate of USU.

The Dean also reported the following:

- The University was awarded a P20 grant from NIH, funding a program in the Department of Family Medicine and the Department of Medical and Clinical Psychology. This grant's focus is health disparities research and education.
- The task force charged with assessing the Department of Military and Emergency Medicine recently submitted an executive summary of its report. Task force recommendations include a reinforcement of academic research within the department.
- Relatively new graduate programs in Environmental and Occupational Health and in Health Physics have received preliminary accreditation from the Accreditation Board for Environmental Technology.
- 90.05 percent of the MS-II students passed the USMLE Step 1 examination on their first try.
- Six MS-IV students did not pass the USMLE Step 2 examination on the first try.
- Currently, passing scores on Step 1 and Step 2 are required for USU students to graduate. The Clinical Skills Assessment Examination, a requirement beginning with the Class of 2005, will be Step 2-B of the USMLE. Discussion followed as to whether or not students who fail Step 2-B be allowed to graduate and the ramifications of the decision either way. The Surgeons General, who comprise the USU Executive Committee, will make the final decision.

Graduate School of Nursing

Dr. Walker's report covered a range of topics:

- There is a research coordinator now linked to each specialty in the Master's Program options of the Graduate School of Nursing.
- The school's new structure, including realigned departments, will be implemented this month.
- Two current faculty searches and selections reflect an emphasis on research as well as operational readiness.
- The promotion process as exercised by the Graduate School of Nursing's Committee of Appointments, Promotion and Tenure is being studied and appropriately altered, particularly for faculty in the clinical track.
- The Federal Nursing Chiefs have requested that USU consider designing a fast-track course of study that enables medical corpsmen/medics to enter nursing. The program of study would need to be competency-based with some online distance-learning options. There is an emerging shortage of nurses in the Army and the Air Force.
- Thirteen students are enrolled in the doctoral program; three are full-time and the others are part-time.

- Advances in distance learning capabilities continue. The master's degree program will be "web enhanced," beginning with course material from the Department of Military and Emergency Medicine. Future plans call for the doctoral program in nursing to actually be "web based."

PRESENTATION: AIR FORCE MEDICINE

The Board viewed an electronic presentation by Lt Gen Taylor, in which he described contemporary Air Force medicine. His remarks included the following points:

- The focus today is integrated care in medical treatment facilities, casualty care and aerospace medicine.
- The medical service has changed greatly within the past 15 years. This transformation involves five core capabilities.
 - Population-based healthcare. The inclusion of a primary care manager as part of an integrated team approach has "opened" clinics and hospitals to home, school and places of work.
 - World health involvement. The occurrence of disasters at home and abroad and the need to be better prepared for them led to the development of the International Health Specialist Program. With about 30 countries participating in some way, the program focuses on medical expertise, cultural awareness and language proficiency. Program participants are a mix of personnel on active duty, in the Air National Guard and in the reserves.
 - Human performance enhancement. Troops need to operate at top performance as well as be free of disease. This focus involves state of the art medical equipment for both diagnosis and treatment.
 - Contingent medical care. The effectiveness of medical input into troop logistics has been validated in recent conflict situations. Examples include help in selecting tent sites, the immediate provision of safe food and water, and the immediate availability of basic medical care. New and effective battlefield strategies include mobile surgical units that can be on the ground and set up in three to five hours. These units are essentially a small operating room in a 70-pound backpack.
 - Aero-medical evacuation. The need to move critically injured but stabilized patients from the battlefield to increasing levels of definitive care has created changes in evacuation methods. Through capable medics and equipment support packages, intensive care is essentially provided in the air.

Col Spatz led discussion following the presentation. Points raised included:

- USU plays an important role in current Air Force medical expertise as well as physician retention numbers.
- The Air Force would like to explore the possibility of allowing interested Air Force medical students to take most of the academic sections of flight school as an elective in the fourth year. These studies are a precursor to becoming a flight surgeon. Dr. Laughlin mentioned that several accrediting bodies would need to agree to such a program.

- As patients' continuity of care becomes a primary focus in military medicine, an increased partnership is occurring among the Army, Navy and Air Force.

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Dr. Walker presented for certification ten graduate nursing students from the Nurse Anesthesia Program to receive the degree of Master of Science in Nursing upon successful completion of requirements. This class will complete its program on December 6, 2003.

Following discussion regarding the availability of research abstracts from the 2003 graduating class, a motion was duly made and seconded, and the Board

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

Degree Granting – Graduate Education

Dr. Helke presented for certification four candidates to receive graduate degrees—two to receive a Doctor of Philosophy, one a Master of Science, and one, a Master of Public Health.

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.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the Committee of Appointments, Promotion and Tenure at a meeting on September 30, 2003. Fifteen individuals were recommended for faculty appointments or 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.

Dr. Laughlin requested approval offering the active Surgeon General of each Service the appointment of Distinguished Professor of Military Medicine. All these appointments are term-limited.

Upon motion duly made and seconded, the Board

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

REPORTS

Core Report: Budget

Dr. Zimble presented the budget report, which included the following points:

- USU closed out the FY 2003 with a 99.995 percent obligation rate.
- The University's FY 2004 budget for Operations and Maintenance is currently \$79.6 million (which is a one percent reduction from the previous year.)
- Primary concerns include
 - Sufficient compensation for quality faculty;
 - Funds to support the USMLE Step 2-B examination; and
 - Funds to hire administrative staff to support the University's increased research projects and the concomitant regulatory tasks.
- Two administrative changes regarding USU's budget are occurring in FY 2004
 - Funding for the University's intramural research program will come through the Office of Naval Research rather than directly from the pentagon.
 - The Armed Forces Radiobiology Research Institute's budget will be routed through the University, which will result in more efficient accounting processes.

Ensuing discussion led to a request that the FY 2003 Budget Distribution Chart be explained and some specific items clarified at the Winter Meeting.

Core Report: Admissions, Graduate School of Nursing

Dr. Walker reported that admissions for June 2004 currently stand at 16.

Core Report: Recruitment and Diversity Affairs

USU's admissions policies have been reviewed in the wake of recent Supreme Court decisions. CAPT Macri reported that the University's procedures are basically sound.

Work towards a joint recruiting system with the Armed Forces Health Professions Scholarship Program (HPSP) continues. In the last quarter, the Office of Recruitment and Diversity Affairs represented the University at 12 conferences, school fairs and expositions, many in concert with service and/or ROTC recruiters.

CAPT Macri said several groups at USU are interested in recruiting. To keep the message consistent among these groups, marketing efforts and recruitment tools need to be coordinated.

Core Report: Graduate Education

Dr. Helke presented a brief overview of USU's graduate programs in the biomedical sciences and public health. Currently there are 166 USU graduate students, the majority of which are doctoral candidates. She also pointed out that the University's graduate program in public and community health ranks sixth in the nation according to U.S. News & World Reports.

Subsequent discussion concerned the viability of the Department of Veterans Affairs and/or the Public Health Service becoming primary customers for USU's masters

programs in public health. The University's efforts regarding distance learning were also discussed, including the need to transmit military-unique information to HPSP students.

Core Report: Admissions and Academic Records; Student Management

Dr. MacDonald's report covered topics in admissions as well as student management.

- The history and composition of the University's Admissions Committee has been reviewed and slight revisions to the admissions process (due to the recent Supreme Court decisions) have occurred and were explained.
- Over 1000 applications have been received for the 2004 first year class and the assistant dean for admissions expects a 1.5 percent increase in applications over the number of those received in the previous year.
- Evaluation letters for each of the University's MS-IV students have been completed. These letters are forwarded to Selection Boards for use in determining each student's Graduate Medical Education.
- Student management issues connected with the new Clinical Skills Assessment Examination include study, stress, cost and travel. This examination will affect current MS-III students.

Board of Regents Committee Reports

Mr. Alvarez summarized committee activity to date and said that at the Winter Meeting the Annual Report Committee will present a draft of the 2004 Report to the Secretary of Defense and the Recruitment Committee will present a status report. Ms. Stierle was asked to bring the full Board up to date regarding the work of the Administrative Oversight Committee. The following documents were presented and summarized:

- Presidential Job Description
- Presidential Performance Goals
- Policy Statements concerning
 - Board of Regents Responsibilities
 - Presidential Appointment and Responsibilities
 - Self-Assessment from the President to the Board of Regents for Annual Evaluation
 - President – Evaluation Process
 - Presidential Succession

Ms. Stierle also reported that a sixth policy statement was voted as necessary by the Committee of the Whole. This statement concerns the University's unique relationship with the Henry M. Jackson Foundation and the President's role in regard to this relationship.

Following procedural discussions, the Board, upon motion duly made and seconded,

Voted by voice vote: The intent to accept the aforementioned documents as presented by Ms. Stierle with the understanding that further clarification is needed as well as an additional Policy Statement regarding the Henry M. Jackson Foundation.

Semiannual Report: Continuing Education for Health Professionals

CAPT Mead explained that the Continuing Education Directorate serves five major groups of health care professionals: physicians, nurses, social workers, psychologists and health care executives. Additionally, although created for the Department of Defense, offerings are often made available to non-federal health professionals. In FY 2002, the University sponsored 728 continuing education activities for over 14,000 health care professionals. At present, the directorate is involved in 15 distance learning activities including subject areas such as anthrax and smallpox.

The Military Training Network (MTN), which administers resuscitative and trauma medicine training programs for the Department of Defense, is part of the Continuing Education Directorate. CAPT Mead introduced Maj Ryan Shercliffe, Director, who described new inspection requirements for MTN's 478 programs and requested Board endorsement for using a survey approach with appropriate follow-up visits to fulfill the new requirements.

Upon motion duly made and seconded, the Board, following discussion,

Voted by voice vote: To endorse the recommendation as presented by Maj Shercliffe with the understanding that the consequences of improper reporting or program deficiencies are included.

Dr. Zimble deferred a second MTN issue to the USU Executive Committee. The issue concerns eligibility requirements for MTN-sponsored training.

ADJOURNMENT

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

SUBMITTED:



Charles R. Mannix
Executive Secretary, Board of Regents

APPROVED:



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor