

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

**Meeting No. 149
November 9, 2004**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 9, 2004, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. A 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
L.D. Britt, M.D., Member
William C. De La Peña, M.D., Member
Sharon A. Falkenheimer, M.D., Member
Ikram U. Khan, M.D., Member
Lawrence C. Mohr, M.D., Member
William Winkenwerder, Jr., M.D., Assistant Secretary of Defense for Health Affairs
Larry L. Laughlin, M.D., Ph.D., Interim President and Dean, School of Medicine, USU
VADM Richard H. Carmona, Surgeon General of the United States
RADM Kathleen L. Martin, representing the Surgeon General, U.S. Navy
Brig Gen William J. Germann, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
MG Kenneth L. Farmer, Jr., Commanding General, North Atlantic Region Medical Command
RADM Adam M. Robinson, Jr., Commander, National Naval Medical Center
COL James K. Gilman, Commander, Walther Reed Army Health Care System
John E. Baker, General Counsel, USU

AWARD PRESENTATION

Following welcoming remarks, Mr. Alvarez and Dr. Laughlin presented the University's Distinguished Service Medal to Lieutenant General James B. Peake, MC, USA, (Ret). As Surgeon General, U.S. Army, General Peake served on the Board of Regents and as a member of the USU Executive Committee from September 2000 to July 2004.

MATTERS OF GENERAL CONSENT

Dr. Wolcott, Executive Secretary, reported that in August 2004 the Board's Executive Committee approved the appointment of Lonnie R. Bristow, M.D., as a consultant to the Board

on issues of recruitment and diversity at USU. Dr. Bristow will serve a two-year term in this capacity.

Mr. Alvarez presented the Consent Calendar followed by a reminder that items of consent can be extracted for clarification or discussion:

Tab	7	Minutes, Committee of the Whole, August 2, 2004
Tab	8	Minutes, Board of Regents Meeting, August 3, 2004
Tab	9	Board of Regents Executive Committee Action: Consultant Appointment
Tabs	31	Standing Report, School of Medicine, Admissions and Academic Records
Tab	33	Standing Report, School of Medicine, Student Affairs
Tab	34	Standing Report, USU Strategic Plan
Tab	35	Report to the Board, Review and Evaluation
Tab	36	Report to the Board, Teaching and Research Support
Tab	38	Report to the Board, Continuing Education for Health Professionals
Tab	40	Report to the Board, Alumni Affairs
Tab	41	Report to the Board, University Affairs
Tab	42	Report to the Board, United States Military Cancer Institute

The Board, upon motion duly made and seconded,

Voted by voice vote: To approve the minutes of both aforementioned meetings, ratify the Executive Committee's action and accept, as submitted, agenda items presented for information.

INTERIM PRESIDENT'S REPORT

Dr. Laughlin summarized items of discussion from the November 3, 2004, USU Executive Committee Meeting:

- Two categories of tour length are being defined and negotiated for certain faculty members at USU, based on a model used at the Service academies:
 - Long term "stabilized billets" for 17 specific positions at the University, including certain department chairs
 - Billets are spread across the Services;
 - For department chairs, length of tour is the remainder of the individual's active duty career
 - "Senior Educator" positions, which are searched and are 4 to 5 years in length
- The bootstrap recruitment program focusing on underrepresented minorities among enlisted personnel is more complex than anticipated. Work is needed with Service Personnel Departments on this issue
- Funds for Building E have been eliminated for the time being

Dr. Laughlin also reported that the University received a clean report following an unannounced inspection of the Armed Forces Radiobiological Research Institute's (AFRRI) nuclear reactor.

Dr. Winkenwerder summarized the positive progress of AFRRI's status over the past few years and the importance of the institute to the nation's defense. He also emphasized the importance of current work within the United States Military Cancer Institute focusing on tri-service coordination regarding oncologic services as well as epidemiological research data. In

conclusion, Dr. Winkenwerder complimented the Presidential search process and stressed its importance. Mr. Alvarez said that the Search Committee hoped to have a report to Health Affairs by mid-November.

DEANS' REPORTS

School of Medicine

Topics covered in Dr. Laughlin's Dean's Report to the Board included:

- *America's Best Graduate Schools*, published by U.S. News & World Report, ranks the University's graduate program leading to the Master of Public Health degree sixth in the nation.
- The coming year will see the first graduate of USU's interdisciplinary program in Emerging Infectious Disease.
- USU's significant role, in conjunction with the American College of Preventive Medicine, in the yearly Marine Corps Marathon. The Department of Family Medicine provides medical support for the race.
- Acknowledgements and gratitude for work outside normal duties to Dr. Fauver and Dr. Cassimatis, and the introduction of CDR Calloway, USU's new Assistant Dean for Special Programs.

Graduate School of Nursing

Dr. Walker reported that LTC Constance Moore has joined the Graduate School of Nursing as Commandant, and that Col John Murray has recently been appointed Associate Dean for Academic Systems. Her report also included:

- An update on evolving research programs in GSN, including linked research among master's students, doctoral students and faculty. Topics include disparities in new-born screening programs by state, fitness issues in international guard and reserve units, and the study of historical data sets to determine their epidemiological value.
- An update on briefings and talks concerning USU's capabilities and available options in meeting the need for military nurses. A national nursing shortage is projected.

Dr. Winkenwerder briefly described priority areas identified by Health Affairs for the military health system: obesity, smoking and tobacco use, and inappropriate alcohol use. He said research in these areas would be beneficial to all, especially that which concerns prevention. Ensuing discussion emphasized the importance of action in these areas, not only among the military and its families, but also among the general population. Programs aimed at youngsters were deemed especially important because the effects of obesity and substance abuse are reflected not only in our nation's public health but also in future force predictions.

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Dr. Walker presented for certification the names of 17 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 7, 2004.

Upon motion duly made and seconded, the Board

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

Degree Granting – Graduate Education

Dr. Metcalf presented for certification seven candidates to receive graduate degrees--four to receive a Doctor of Philosophy and three to receive a Master of Science.

Upon motion duly made and seconded, the Board

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

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine's Committee of Appointments, Promotion and Tenure at a meeting on October 5, 2004. Seventeen 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 Interim President and the Assistant Secretary of Defense for Health Affairs that the Interim President implement the actions.

Dr. Laughlin presented the recommendation that Craig H. Llewellyn, M.D., MPH, be appointed Emeritus Professor of Military and Emergency Medicine. Dr. Llewellyn retired in September 2004.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation and recommend to the Interim President and the Assistant Secretary of Defense for Health Affairs that the Interim President implement the action.

Dr. Walker presented a recommendation made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting on October 19, 2004, which appoints Col John Murray to the rank of full professor.

Upon motion duly made and seconded, the Board

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

BOARD COMMITTEE REPORTS

Presidential Search Committee

Mr. Alvarez reported that the work of the Search Committee is fairly complete. He expects to forward the names of three candidates for the position of President, USUHS, to the Assistant Secretary of Defense for Health Affairs early next week.

Dr. Wolcott read a draft statement intended to accompany the candidates' names:

Resolved, that the Board of Regents of the Uniformed Services University of the Health Sciences endorses these actions and recommendations of the USU Presidential Search Committee and that they are in accord with both the charge to the Committee from the Assistant Secretary of Defense for Health Affairs and the process guidelines developed and approved by the Board of Regents.

Following discussion and upon motion duly made and seconded, the Board

Voted by voice vote: To approve the resolution as presented by Dr. Wolcott.

Annual Report to the Secretary of Defense

Dr. Falkenheimer summarized a proposed outline for the Board's 2005 Annual Report, which focuses on the University's military unique curriculum:

- It will contain a brief historical overview.
- It will present USU's curriculum content in this area, both academic and practical, by year.
- It will focus on field-based training exercises, both as they now occur as well as thoughts for the future.

A draft of the 2005 report will be presented at the Winter Meeting, including an appendix containing points from the recent Association of American Medical Colleges report on improving medical education in the United States along with descriptions of how the University has long addressed many of these concerns.

Dr. Winkenwerder emphasized the importance of including a readable executive summary containing the high points and about two pages in length.

UNIVERSITY REPORTS

Executive Report: Budget

Mr. Rice reported that although FY 2005 will be financially challenging, allocated funds are sufficient for the University to operate at FY 2004 levels of effort. Primary concerns remain unchanged from the past few years. Sufficient available funds are needed to attract and keep high-caliber faculty, support the new Clinical Skills

Examination, and to hire appropriate staff in support of the University's expanding research program.

The Office of Resource Management, in conjunction with Health Affairs and the Tricare Management Activity, has successfully resolved two cumbersome resource issues. Beginning in FY 2006, USU's intramural research program and all funding for the Armed Forces Radiobiology Research Institute will come to the University directly through the Defense Health Program.

Following significant discussion concerning support cost recovery, Mr. Rice concluded his remarks summarizing the University's excellent FY 2004 record regarding interest penalty costs and travel card payment delinquencies, both of which are practically nil.

Standing Report: Admissions, Graduate School of Nursing

Dr. Walker reviewed 2004 admissions to the Graduate School of Nursing. The 63 matriculants were sorted by graduate program, service or agency, gender and minority status.

Semiannual Report: Graduate Medical Education

Dr. Fauver presented a summary of the current status of graduate medical education (GME) in the military and its current challenges. His remarks included the following points:

- There are over 230 GME programs in the military medical community with over 3000 interns, residents and fellows.
- There is little doubt that patient communication skills, physician professionalism, and immersion in systems-based practice are benefits of providing GME within the military medical system.
- Current challenges within the National Capital Consortium, which was established in 1995, include adjusting to the 80 hour per week work restrictions, staff deployments and changes in patient mix due to the war, and the effects on patient volume and mix due to the closure of Tricare Prime for those over 65 years of age.
- Closing training programs or realigning training billets is occurring in each Service, reducing the training "pipeline" in certain specialties.

Semiannual Report: General Counsel

Mr. Baker reviewed USU's technology transfer program, summarizing the University's current portfolio and patent filings on new inventions. Royalties from two pediatric vaccines remain primarily responsible for revenues coming from the program. Much of this money is put back into research and development, some into an endowment for research in the Department of Pediatrics.

Mr. Baker also presented an overview of issues concerning the promotion of USU medical students about to enter their clinical rotations:

- Current statutes dictate that students at USU and those in the HPSP serve as O-1's until graduation from medical school.
- As early as 1999, proposals have been made to make medical students eligible for promotion to O-2 upon completion of the basic science curriculum.

- The present initiative focuses on USU medical students only; previous drafts have included both USU and HPSP students.
- Current staff work will hopefully place the issue properly into the cycle for Department of Defense – recommended legislation for 2006.
- The promotion of eligible USU students will cost approximately \$2 million per year. (This amount doubles if HPSP students are included.) A primary concern is that such expenditure is not cost-effective in terms of accession or retention goals.

Dr. Wolcott proposed a resolution illustrating the Board’s support of this issue:

Resolved, that the Board of Regents, Uniformed Services University of the Health Sciences, recommends to the Assistant Secretary of Defense for Health Affairs that his office support legislative changes to authorize the Service Secretaries to promote from Grade O-1 to Grade O-2 those officers in the School of Medicine about to enter their clinical rotations.

Following discussion and upon motion duly made and seconded, the Board

Voted by voice vote: To approve the resolution as presented by Dr. Wolcott.

Standing Report: Recruitment and Diversity Affairs

CAPT Macri’s remarks included the following focal points:

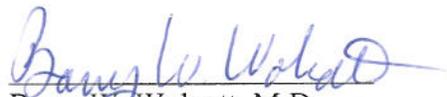
- USU’s first comprehensive summer program for high school students was extremely successful. The week-long curriculum was supplemented by USU student mentors and culminated in a community health fair.
- A brief comparison of recruiting success by HPSP programs and USU. The number of HPSP applicants to slots available is less than two to one in each military service, while USU’s numbers remain about ten to one.
- The Office of Recruitment and Diversity Affairs is working on a recruitment plan targeting local universities and involving medical recruiters from all three services as well as alumni stationed locally.

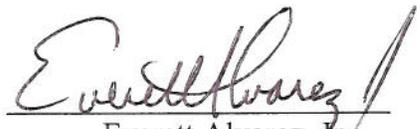
ADJOURNMENT

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

SUBMITTED:

APPROVED:


Barry W. Wolcott, M.D.
Executive Secretary, Board of Regents


Everett Alvarez Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor