

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

**Meeting No. 153  
November 7, 2005**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 7, 2005, 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. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair  
Linda J. Stierle, M.S.N., R.N., CNAA, Vice Chair  
Otis W. Brawley, M.D., Member  
Sharon A. Falkenheimer, M.D., M.P.H., Member  
Vinicio E. Madrigal, M.D., Member  
Lawrence C. Mohr, M.D., Member  
William Winkenwerder, Jr., M.D., Assistant Secretary of Defense for Health Affairs  
Charles L. Rice, M.D., President, USU  
VADM Richard H. Carmona, Surgeon General of the United States  
VADM Donald C. Arthur, Surgeon General, U.S. Navy  
Lt Gen George P. Taylor, Jr., Surgeon General, U.S. Air Force  
MG Joseph G. Webb, Jr., representing the Surgeon General, U.S. Army  
Col Vincent F. Carr, representing the Surgeon General, U.S. Air Force, following his departure

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board  
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU  
Brig Gen Thomas W. Travis, Commander, Malcolm Grow Medical Center  
Richard S. Lofts, Ph.D., representing the Director, Armed Forces Radiobiological Research Institute  
COL Virgil T. Deal, Commander, Walter Reed Army Health Care System, and also representing  
the Commanding General, North Atlantic Regional Medical Command  
CAPT Louis A. Damiano, representing the Commander, National Naval Medical Center  
John E. Baker, General Counsel, USU

**MATTERS OF GENERAL CONSENT**

Following his welcome, Mr. Alvarez presented the Consent Calendar. He reminded Regents that any item of consent can be extracted for clarification or discussion:

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Tab	27	Report to the Board, Resource Management
Tab	29	Report to the Board, Recruitment and Diversity Affairs
Tab	30	Report to the Board, Admissions and Academic Records

Tab	31	Report to the Board, Graduate Education
Tabs	34	Report to the Board, Review and Evaluation
Tab	35	Report to the Board, Teaching and Research Support
Tabs	37-38	Reports to the Board, Continuing Education for Health Professionals
Tab	39	Report to the Board, General Counsel
Tab	40	Report to the Board, Alumni Affairs
Tab	41	Report to the Board, University Affairs

The Board, upon motion duly made and seconded,

**Voted by voice vote:** To approve the minutes of the July 18, 2005, Board of Regents Meeting and accept as submitted those reports presented to the Board for information.

### **OPENING COMMENTS BY THE BOARD**

Dr. Winkenwerder's remarks emphasized the importance of relationships among academic institutions. He said although Dr. Rice has only been at USU a few months, the University is already benefiting from his work in this important area. Dr. Winkenwerder also enthusiastically noted progress on the documentary film about the University, an endeavor spearheaded by Mrs. Alvarez.

Dr. Madrigal, whose home and practice is in New Orleans, shared his experiences during and immediately following the devastation of Hurricane Katrina. Dr. Madrigal described his experiences in four scenarios: acting as Chief of Medicine at East Jefferson General Hospital, one of three hospitals in New Orleans that remained operational following the storm; setting up a clinic in the local fire station; erecting a "street hospital" in an underserved neighborhood; and moving to the Interstate-10 Causeway to help with air evacuations. He spoke of how difficult conditions were for everyone, as even his small cadre of health care providers were "victims as well as rescuers." He said it seemed especially ironic to see the magnitude of destruction, but to really have little idea about actual conditions.

Dr. Madrigal said that the experience clearly illustrated the importance of medical school training in disaster medicine. He said no matter how good a physician is at his job, dissention and confusion ensues in a disaster if training in preparedness is lacking. He emphasized the importance of USU's unique curriculum in this area.

### **PRESIDENT'S REPORT**

Dr. Rice reported that plans for the consolidation of military medical facilities in the national capital area are moving ahead and that the University is involved in this planning effort. COL Deal added that a joint committee is involved with graduate medical education issues as the current Walter Reed Army Medical Center closes, merging with the National Naval Medical Center and becoming a new facility staffed by Army, Navy and Air Force medical personnel. Dr. Rice also reviewed current deliberations concerning the establishment of a formal relationship between USU and Fort Sam Houston as the Texas facility will become the hub for training enlisted medical technicians from all the Services.

Other topics in Dr. Rice's report included:

- Ongoing consultations regarding increasing the commitment of the Public Health Service to USU

- Current work towards a strategic plan for both internal and external communications at the University
- The “Accreditation with Commendation” received by the USU Office of Continuing Education for Health Professionals from the Accreditation Council for Continuing Medical Education. The department’s senior executive director, CAPT Jane Mead, received a Defense Meritorious Service Award in recognition of the department’s excellence under her leadership.
- Welcoming CAPT John Rumbaugh, USN, as the University’s Brigade Commander
- USU’s Presidential Installation Ceremony, which will take place February 7, 2006

## **DEANS’ AND DIRECTOR’S REPORTS**

### **Graduate School of Nursing**

Dr. Walker briefly described the appointments of three new faculty members in the Graduate School of Nursing. Increasing diversity among both faculty and students remains an important goal in the school. Other points in Dr. Walker’s report included:

- The admissions total for 2005 is 53
- A increase in the Nurse Anesthesia Program is expected in 2006, requiring the addition of new clinical sites
- A review of the school’s involvement in response to recent hurricanes
  - Students fulfilling clinical requirements in affected areas have been transferred to other sites with very few days lost
  - Both educational credit and research opportunities, especially at the PhD level, are being explored for students working in affected areas

### **School of Medicine**

Dr. Rice presented Dr. Laughlin’s report and his remarks included the following topics:

- The University is involved in a clinical research program with the National Institute of Allergy and Infectious Diseases which will develop collaborative research capabilities at military training facilities both in the United States and overseas.
- An internal evaluation of the Kerkeshner/Bushmaster Combined Exercise held in July 2005 at Fort Indiantown Gap, Pennsylvania, was extremely positive, especially concerning the use of first year students as simulated patients, the involvement of the National Guard, and the realism provided by other exercises going on nearby.
- Plans for a teaching academy are being developed acknowledging the importance of keeping skills current and faculty development
- Dr. Louis Pangaro, professor of medicine at USU, has been honored as an outstanding medical educator by the Association of American Medical Colleges.
- Early information from the Long-term Career Outcome Study shows an inability to compare USU graduates with those who attending medical school through the HPSP as the Services do not track medical personnel by accession source.
- Dr. Eleanor Metcalf has been selected as the new Associate Dean for Graduate Education.

### **Armed Forces Radiobiology Research Institute (AFRRI)**

Dr. Richard Lofts presented the AFRRI report which included the following information:

- A drug being developed as treatment for radiation injury has received Investigational New Drug status from the Food and Drug Administration, allowing further research perhaps leading to a new drug application. AFRRI's corporate sponsor of the drug is Hollis Eden Pharmaceuticals.
- The Office of the Army Surgeon General has reinstated support (beginning in FY 2007) of AFRRI's training course on the medical effects of ionizing radiation.

VADM Arthur added that this course provides necessary training for a percentage of active duty personnel in all three services, and is therefore an excellent candidate to be centrally funded and administered from the USU campus.

- Funds from the Defense Threat Reduction Agency for research in the area of medical radiological defense are expected in the last quarter of 2006. Proposals for the use of these funds, which are expected to increase yearly through FY 2011, are currently being developed.
- AFRRI has two new Defense Technology Objectives under review by the Defense Science and Technology Reliance process. These objectives are defined by DoD and reflect current technology gaps. Including the new additions, about half of AFRRI's FY 2006 Program-6 budget will fall under Defense Technology Objectives.
- AFRRI has been designated as an organization having critical national assets in the biomedical area and is, therefore a participating member of the National Counterintelligence Working Group under the lead of the FBI.

Dr. Winkenwerder added that his office is committed to an accelerated agenda in the area of medical consequences for weapons of mass destruction. Both AFRRI and USU are important institutions in this effort.

## **BOARD ACTIONS**

### **Degree Granting – Graduate School of Nursing**

Dr. Walker presented for certification the names of 18 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 will complete its program on December 2, 2005.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To confer the degrees as presented by Dr. Walker and, based upon successful completion of program requirements, recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

### **Degree Granting – Graduate Education**

Dr. Rice 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. Rice and recommend to the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

### **Faculty Appointments and Promotions**

Dr. Rice presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting on September 27, 2005. Eleven 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 as presented by Dr. Rice and recommend to the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

### **Award Nomination**

Dr. Rice presented for approval the recommendation that Mrs. Mary A. Dix, Vice President, Administration and Management, be awarded the University's Distinguished Service Medal for her work as USU's responder to the Base Realignment and Closure staff.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the recommendation as presented by Dr. Rice.

## **BOARD COMMITTEE REPORTS**

### **Administrative Oversight**

Based on lessons learned in the University's national search for a new president, the committee is revising the Board's policy statement concerning the president's appointment and succession. Ms. Stierle summarized work to date and reviewed the resulting draft document. She asked that members review the recommended changes and respond to the committee. The revised policy statement will be brought before the Board for approval in February 2006.

### **Annual Report to the Secretary of Defense**

Dr. Brawley asked that the Board select a topic for the 2006 Annual Report and suggested a timeline culminating in a first draft to members by mid-January 2006 so comments could be discussed at the Winter Meeting. Action on the report topic was laid on the table to be revisited later.

## **PRESENTATION: USU AWARDS AND HONORS**

LTC Gifford reported on the awards process at USU, focusing on those involving the Board of Regents. His presentation included the following information:

- There are approximately 60 awards and honors enumerated in seven USU Instructions
- Major categories include military, student, civilian and faculty awards as well as University honors
- The Board of Regents approves or endorses seven awards and all of the honors USU confers

- It is the approval authority for USU's Distinguished and Exceptional Service Awards
- It recommends approval for the University Medal
- It reviews the Faculty Senate's recommendation for the Carol Johns Medal
- It endorses all of the University's honors—Professor Emeritus, Senior Lecturer, Distinguished Professor, and honorary degrees
- The Committee for Names and Honors, a standing committee responsible to the University President, is involved in the process of several USU awards

Board concerns were evident in both the questions and comments following the presentation. Needed information includes:

- Current criteria regarding the qualifications for both the Distinguished Service Medal and the Exceptional Service Medal
- A document summarizing the current Board awards for graduating students including selection information, possible future changes in the number of awards, and points to be considered regarding whether a monetary award will continue to accompany each
- An explanation of how decisions are made regarding awards received during commencement exercises

Mr. Alvarez emphasized the importance of answering the above at the Winter Meeting so issues are resolved well before Commencement 2006. Dr. Rice added he intends to significantly simplify the ceremony and will present a plan regarding this in February.

## **REPORTS FROM THE OFFICE OF THE PRESIDENT**

### **Recruitment and Admissions, School of Medicine**

At Mr. Alvarez's request, Mr. Stavish described the 169 members of the 2005 first-year class. Academically, both their college and science grade point average was 3.50, and their average score on the Medical College Admission Test was 29.2. Underrepresented minority students comprise nine percent of the class, and 58 percent have had past military experience.

### **Student Affairs**

Dr. MacDonald shared the results of the 2005 Association of American Medical Colleges Medical Student Graduation Questionnaire which allows graduating seniors at medical schools around the country to rate the quality of their medical education. USU students consistently rate their experience at the University above the all-schools comparison. The comparatively low rating for "tutorial help" was briefly discussed.

### **Research**

Dr. Kaminsky reviewed the three sources through which research dollars come to USU: intramural funding, extramural funding from the Department of Defense, and extramural funding from other Federal and non-Federal sources. In response to a prior Board request, he highlighted total research dollars from 2001 – 2004 by department in

the School of Medicine, and also total research awards from 2001 – 2004 for the Graduate School of Nursing.

Dr. Rice complimented Dr. Kaminsky's efforts in educating faculty regarding the process of grant writing. Work in this area has made a difference in science and scholarship at USU.

### **Graduate Medical Education**

Dr. Fauver reviewed some current concerns in graduate medical education. Primary among them is the reduction in training capacity due to the eventual relocation of all clinical activities currently on the Walter Reed campus. At present there are 27 programs at Walter Reed, a few of which are "academically unique" and several of which have no counterpart at the National Naval Medical Center. The effects of the war and the closure of Tricare Prime for those over 65 were also discussed. Both issues potentially influence patient mix and volume.

### **U.S. Military Cancer Institute**

Dr. Potter summarized recent occurrences:

- In August, Dr. Rice and he met with the director of the National Cancer Institute. Future collaborations were discussed.
- Preliminary discussions have taken place regarding the construction of a DoD Cancer Center on the Bethesda campus
- Dr. Winkenwerder established a Cancer Working Group aimed at reporting the scope of cancer in the military and establishing a comprehensive cancer control program

Discussion followed in which Admiral Arthur emphasized the importance of clearly demonstrating that the military health system is as effective economically as it is medically.

### **PRESENTATION: BUILDING E DESIGN**

Mrs. Dix shared a virtual tour of the proposed design for Building E, which will be the fifth building on the USU campus. Construction is scheduled to begin in 2006.

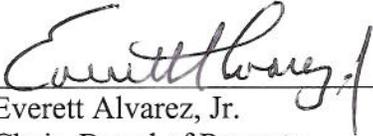
### **ADJOURNMENT**

There being no further business, Mr. Alvarez adjourned the meeting at 12:20 p.m.

SUBMITTED:

APPROVED:

  
LTC Mark A. Gifford, USA  
Executive Secretary, Board of Regents

  
Everett Alvarez, Jr.  
Chair, Board of Regents

Prepared by Janet S. Taylor