

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

**Meeting No. 157
November 13, 2006**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 13, 2006, 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
L.D. Britt, M.D., M.P.H., Former Member
Sharon A. Falkenheimer, M.D., M.P.H., Member
Lawrence C. Mohr, M.D., Member
Charles L. Rice, M.D., President, USU
MG Elder Granger, representing the Assistant Secretary of Defense, Health Affairs
RADM Kenneth P. Moritsugu, Acting Surgeon General of the United States
MG George Weightman, representing the Surgeon General, U.S. Army
RDML Carol I. Turner, representing the Surgeon General, U.S. Navy
Maj Gen Melissa Rank, representing the Surgeon General, U.S. Air Force

Advisors to the Board

Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU
William T. Bester, M.S.N., R.N., CNAA, Acting Dean, Graduate School of Nursing, USU
Brig Gen Gar S. Graham, Commander, Malcolm Grow Medical Center
CDR Martha K. Girz, representing the Commander, National Naval Medical Center
Col Patricia K. Lillis-Hearne, Director, Armed Forces Radiobiology Research Institute
John E. Baker, J.D., General Counsel, USU

SWEARING-IN CEREMONY

Mr. Alvarez introduced and welcomed Colleen Conway-Welch, Ph.D., to the Board of Regents. Dr. Conway-Welch was nominated by President Bush on June 6, 2006, and confirmed by the U.S. Senate on August 3, 2006. After being sworn in, Dr. Conway-Welch signed her Appointment Affidavit.

AWARD PRESENTATIONS

Mr. Alvarez and Dr. Rice presented the University's Distinguished Service Medal to the Honorable L.D. Britt, M.D. Dr. Britt has served over four years as a member of the Board of Regents.

Mr. Alvarez and Dr. Rice also presented the University's Distinguished Service Medal to Vernon Schinski, Ph.D., in recognition of his many contributions while serving as Vice President for Teaching and Research Support.

MATTERS OF GENERAL CONSENT

Following a reminder regarding upcoming meeting dates, Mr. Alvarez directed the Board's attention to the previous meeting's minutes.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the minutes of the July 31, 2006, Summer Meeting.

CAPT Mead reported for the record that the Board approved four Distinguished Service Medals by electronic vote since the Summer Meeting.

BOARD COMMITTEE REPORT

Administrative Oversight

Ms. Stierle reported that, at the Board's request, the University's Committee on Names and Honors discussed the unintended consequences of the current Board of Regents Student Award. The committee recommended that the unrecognized nominee from the School of Medicine Medical Student Class of 2006 and the nominee from the 2006 School of Medicine Graduate Education Programs each be provided a Board of Regents Award.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the recommendation of the Committee on Names and Honors.

Ms. Stierle also moved that three Board of Regents graduation awards be reinstated—one for medical students, one for graduate students in the biomedical sciences, and one for graduate nursing students. Following discussion, the Board decided to vote electronically on this issue after the Committee on Names and Honors provides a recommendation concerning divisions along either school lines or degree lines. Such recommendation will be made by December 15, 2006.

Suggested revisions to the current bylaws will be reviewed by the Administrative Oversight Committee and brought before the Board at the Winter Meeting.

PRESIDENT'S REPORT

Dr. Rice reported on continuing work within the National Capital Area as plans progress for the Walter Reed National Military Medical Center. USU recently hosted an off-site to further integration efforts and near the end of November will hold a meeting on campus so integration leadership can brief the University community as well as answer questions. The President's Report also included the following items:

- An update on the transition of the Armed Forces Institute of Pathology (AFIP). Based on the Base Realignment and Closure legislation, the institute's tissue repository will be moved under the auspices of the University (but will not be located on campus). The institute's museum, however, will be moved to the National Military Medical Center campus.

- A short description of the groundbreaking ceremony held on October 23, 2006, for USU's Building E. Distinguished guests included Mr. Alvarez, Ms. Stierle, several members of Congress, and Dr. Winkenwerder. Building E is expected to be completed early in 2008.
- The recruitment process for the position of Dean, Graduate School of Nursing, will begin in January 2007.
- A brief account of discussions with the U.S. Public Health Service concerning expanding relationships with the University. RADM Moritsugu said these discussions fit in well with current changes occurring in the Commissioned Corps.
- An update regarding increasing USU's visibility. Ms. Carol Scheman, Vice President for External Affairs, shared the University's first annual report. She spoke of its many uses and asked for candid feedback from those present.

PRESENTATION: MILITARY HEALTH SYSTEM TRANSFORMATION

Dr. Michael Dinneen, Director, Strategic Planning and Business Development, Tricare Management Activity, explained the current vision and mission of the Military Health System (MHS):

- The MHS Vision sees “a world-class health system that supports the military mission by fostering, protecting, sustaining and restoring health.”
- The MHS Mission enhances national security by “providing health support for the full range of military operations and sustaining the health of all those entrusted to our care.”
- The unsustainable increases in the defense health budget in the past few years have led to an examination of internal efficiencies. Some of the challenge lies in being able to measure legitimate force health protection efforts.
- System stakeholders, including the Secretary of Defense, the Service Secretaries, Combatant Commanders, and Congress, want a ready and protected force, fewer deaths, injuries and diseases during and after military operations, satisfied beneficiaries and good cost management.
- The MHS serves two customer groups
 - Combatant commanders and service members; warfighters, who are best supported with new products and services
 - DoD beneficiaries, who are best supported by proving the value of prevention and healthy habits
- Strategic goals include
 - Reducing time from “bench to battlefield” for more effective products and services
 - Sustaining health benefits through patient centered care and long-term patient partnerships
 - Providing globally accessible information to enhance mission effectiveness
 - Using performance based management for both customer groups
 - Transforming the Military Health System's infrastructure (which is being realized through Base Realignment and Closure legislation)

BOARD ACTIONS

Degree Granting – Graduate School of Nursing

Mr. Bester presented for certification the names of 19 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 in December 2006.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Mr. Bester 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 action.

Mr. Bester presented for certification Ms. Henrietta Hubbard to receive the degree of Doctor of Philosophy.

Upon motion duly made and seconded, the Board

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

Mr. Alvarez reminded those present that the Board is reviewing the processes involved in “out-of-cycle” degree granting.

Degree Granting – Graduate Education

Dr. Metcalf presented for certification eight candidates to receive the degree of Doctor of Philosophy.

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 President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dr. Metcalf presented for certification five candidates to receive the degree of 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 President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made by the School of Medicine Committee of Appointments, Promotion and Tenure at a meeting on September 25, 2006. Thirteen individuals were recommended for faculty appointments, promotions or tenure.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee 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.

The request was made during the motion's discussion that research grant support be included in candidates' abbreviated curriculum vitae.

Award Nominations

Dr. Laughlin presented a request recommending the appointment of Dr. Ruth E. Bulger to the rank of Professor Emerita of Anatomy, Physiology and Genetics. Dr. Bulger retired in August 2006.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the appointment as presented by Dr. Laughlin.

Dr. Rice presented a recommendation from the Committee for Names and Honors nominating Dr. Ruth E. Bulger for the University Medal.

Upon motion duly made and seconded, the Board

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

Dr. Laughlin presented a recommendation from the Committee for Names and Honors nominating Mr. George S. Holborow for the University Medal based on his long and distinguished career at USU.

Upon motion duly made and seconded, the Board

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

DEANS' AND DIRECTOR'S REPORTS

Graduate School of Nursing

Mr. Bester described early initiatives undertaken to increase his understanding of the University and the Graduate School of Nursing. Other items in his report included:

- Consultations from two doctoral program consultants focusing on positive areas as well as those needing improvement
- Applications for 2007 admissions into the masters programs have been reviewed and recommendations returned to the Federal Nursing Chiefs for selection
- Initial steps being taken to add military faculty with doctorates to the Graduate School of Nursing programs
- Changes in Graduate School of Nursing policies concerning commencement
 - Nurse anesthesia students will graduate at ceremonies planned for each of the Phase II clinical training sites; they may also participate in the USU ceremony the following May, if desired
 - A proposed action item regarding doctoral students' participation in USU's commencement ceremony was postponed until the Winter Meeting, at the latest

School of Medicine

Dr. Laughlin described progress in the restructuring of the Office of the Dean and introduced CDR Margaret Calloway, Acting Associate Dean for Recruitment and Admissions. CDR Calloway is involved in a review of USU's entire admissions process, is beginning some new recruitment initiatives, and is emphasizing ways to increase applications from under-represented minorities.

Other points in Dr. Laughlin's report included:

- The importance of enhancing faculty development in the School of Medicine and the appointment of Dr. William Haffner as Interim Associate Dean in this area
- The appointment of Dr. John McManigle as Vice Dean
- An overview of the School of Medicine's re-accreditation process by the Liaison Committee on Medical Education; USU's institutional self study is underway and will be completed in June 2007
- The results of the 2006 Association of American Medical Colleges Medical Student Graduation Questionnaire; USU graduates think highly of their medical school experience
- Sixty-five new students entered USU's graduate programs in the biomedical sciences in August 2006. Two of these matriculants were admitted to the M.D. /Ph.D. program.
- The appointment of Dr. Leonard Sperling as Chair, Department of Dermatology

Armed Forces Radiobiology Research Institute (AFRRI)

COL Lillis-Hearne's presentation focused on two issues:

- AFRRI's training course on the medical effects of ionizing radiation (MEIR) is currently being partially funded by year-end money received from Health Affairs. Civilian students continue to pay for the course. MEIR may be integrated into another course sponsored by Medical Research and Materiel Command.
- Members of AFRRI's Military Medical Operations Department teach the MEIR course, serve as subject matter experts to NATO, and have helped draft DoD policies for the protection of troops in the event of nuclear accidents or radiological crises. They are also equipped to deploy anywhere in the world.

U.S. Military Cancer Institute (USMCI)

Dr. Potter included the following points in his remarks:

- The Cancer Working Group, a DoD panel created by Dr. Winkenwerder in 2004, was asked to focus on establishing policies for cancer screening within the Department. The working group expects to submit a first report early in 2007.
- The USMCI has been designated to lead cancer epidemiology research efforts in the Military Health System.
- A Tissue MicroArray Agreement with the Armed Forces Institute of Pathology will enable proteomic and genomic analysis of millions of tissue samples.
- USMCI's Scientific Advisory Board has rated all of the institute's major programs as "Outstanding."

REPORT FROM THE FACULTY

CDR Denton summarized September's Fall Faculty Assembly at which a preliminary salary comparability report was presented. There are concerns regarding civilian pay comparability, especially in the higher faculty ranks.

PRESENTATION: AHLTA

CAPT Smith presented an overview of the current transformation taking place in medicine by electronic tools with a focus on the electronic medical record and whether it is time to integrate electronic records into the medical school curriculum. Points addressed included:

- A recent Presidential Directive instructs Federal payers and providers of health care to adopt technological standards for both quality and cost reasons. The Department of Defense is both a payer and provider.
- Medical students and physicians still primarily function in a paper environment.
- It makes sense to introduce and practice using electronic toolsets in medical school.
- Currently about 24 percent of all U.S. physicians at least partially use electronic medical records. Of this group, most use electronic records for demographic information.
- Within DoD, over 55,000 users are fully trained. This transition from paper to electronic records occurred while providing health care services.
- Additionally, the AHLTA Clinical Data Repository contains electronic records on over eight million people out of a total of just over nine million beneficiaries.
- Electronic records capture structured data as well as physicians' free text which allows for valid aggregation of data.
- Electronic toolsets include alerts, reminders, patient lists (for research), diagnostic assistance, population and environmental health, and research queries. The medical school curriculum would have to be carefully constructed to apply the right set in the right setting.
- Integrated medical records within the Military Health System involve all areas of an individual's care from accession to health care as a veteran.

General Weightman remarked that USU students learn how to use electronic records as they begin their third year rotations. Introductions through the curriculum, then, make sense at the conclusion of the second year of medical school.

Dr. Anthony Inae, a practicing physician, demonstrated some of the electronic toolsets developed for the Military Health System and currently in use by healthcare providers.

LTC Timothy Rapp demonstrated some of the capabilities of AHLTA developed for the hand-held devices currently issued to combat medics in the field. In addition to record-keeping and diagnosis capabilities, the system contains numerous reference materials previously carried in hard copy by medics.

Mr. Phil Thompson illustrated some of the aggregated information by unit always available electronically. Examples include number of reports done by type, medical supply status, bed status, and numerous patient search methods.

During discussion following the presentation, CDR Girz said she has noticed an increase in available teaching time with students who come to the hospital already familiar with electronic records.

OTHER REPORTS FROM THE OFFICE OF THE PRESIDENT

Finance and Administration

Mr. Rice's report included the following:

- Since the Summer Meeting, the University processed over \$34 million in grants and cooperative agreements with partners including the Army, Navy, Defense Threat Reduction Agency and the Centers for Disease Control.
- USU's backlog of maintenance and repair has been reduced to very manageable levels due to almost \$50 million allocated to these needs at both the University and AFRRRI by Tricare Management Activity.
- The University's procurement policies were recently reviewed as a follow-up to a 2005 audit and received a "clean bill of health."

Budget

Mr. Tinling presented the resource management report which included the following points:

- Monies received during the last quarter of FY 2006 brought the University's overall funding level to \$151,663,000. Additionally, at the close of fiscal 2006, USU's Operation and Maintenance obligation rate was 99.99 percent.
- The financial outlook for FY 2007 is consistent with FY 2006, even though at present the University is operating under a Continuing Resolution.
- The incorporation of funding for the Graduate School of Nursing into USU's base funding remains a primary issue.

CLOSING REMARKS AND ADJOURNMENT

Mr. Alvarez summarized the Board's earlier discussion concerning the use of USU's newly published first annual report as the basis for the Board's annual report to the Secretary of Defense. Dr. Falkenheimer will gather Regents' opinions in preparation for a decision at the Winter Meeting.

Board of Regents meeting days will be revisited in February, i.e., reverting to a Monday afternoon - Tuesday schedule as opposed to the current Sunday afternoon - Monday schedule.

An early arrival at the May 2007 Meeting was discussed, allowing Regents to attend the May 15 premier of *Fighting for Life*, which will be held at the Smithsonian Institution.

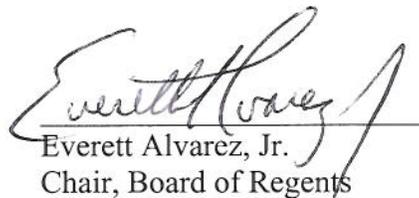
There being no further business, Mr. Alvarez adjourned the meeting at 12:30 p.m.

SUBMITTED:

APPROVED:



CAPT Jane E. Mead, NC, USN
Executive Secretary, Board of Regents



Everett Alvarez, Jr.
Chair, Board of Regents

Prepared by Janet S. Taylor