

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

**Meeting No. 181  
November 9, 2012**

The Board of Regents of the Uniformed Services University of the Health Sciences met on November 9, 2012, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. The meeting date and agenda items 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. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair  
Sheila P. Burke, M.P.A., Member  
Michael M.E. Johns, M.D., Member (participated telephonically)  
Kenneth P. Moritsugu, M.D., Member  
Gail R. Wilensky, Ph.D., Member (participated telephonically)  
Dr. Jonathan Woodson, M.D., Assistant Secretary of Defense for Health Affairs  
Charles L. Rice, M.D., President, USU  
LTG Patricia D. Horoho, NC, USA, Surgeon General, U.S. Army  
VADM Matthew L. Nathan, MC, USN, Surgeon General, U.S. Navy  
Lt Gen Thomas W. Travis, USAF, MC, Surgeon General, U.S. Air Force  
RADM Boris D. Lushniak, USPHS, representing the Surgeon General of the United States

Advisors to the Board

Gen (Ret) Thomas R. Morgan, USMC, Military Advisor to the Board  
Larry W. Laughlin, M.D., Ph.D., Dean, F. Edward Hébert School of Medicine, USU  
Ada Sue Hinshaw, Ph.D., R.N., FAAN, Dean, Graduate School of Nursing, USU  
Patrick D. Sculley, D.D.S., M.A., Executive Dean, Postgraduate Dental College, USU  
Col L. Andrew Huff, USAF, MC, Interim Director, Armed Forces Radiobiology Research Institute  
MG Stephen L. Jones, MC, USA, Commander, Joint Task Force National Capital Region Medical Command  
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79<sup>th</sup> Medical Wing  
COL Ramona M. Fiorey, NC, USA, Representing the Commander, Walter Reed National Military Medical Center  
BG Joseph Carvalho, Jr., MC, USA, Commanding General, Northern Regional Medical Command  
COL John H. Garr, MC, USA, Commander, Defense Medical Readiness Training Institute  
John E. Baker, J.D., General Counsel, USU

**OPENING COMMENTS**

In his opening comments Dr. Blanck welcomed new members to the Board, including Lt Gen Thomas Travis, who was attending his first meeting as the Surgeon General of the U.S.

Air Force, and COL John Garr, the Commander of the Defense Medical Readiness Training Institute. The following points were also included in Dr. Blanck's remarks:

- After the imposition of budget restrictions related to travel, Board members unanimously supported the postponement of the August 2013 offsite in the Virginia Tidewater region. Instead it was proposed the Fall 2013 Meeting be held in October at the FTX101/Bushmaster exercises.
- The Board's contribution to annual assessment of the USU President was submitted to the Assistant Secretary of Defense for Health Affairs on September 6, 2012.
- The preliminary Middle States Commission on Higher Education (MSCHE) site visit will occur on November 27 and will include a meeting with several local members of the Board.
- A closed session will be held following the meeting of record to discuss personnel and recruitment actions for the Dean of the School of Medicine and Vice President for Research positions.

#### **MATTERS OF GENERAL CONSENT**

Dr. Blanck presented the matters of general consent listed below.

- The meeting dates for 2013 and 2014, along with a proposal to change the 2013 Summer and Fall meetings
- Minutes of the August 14, 2012, Board of Regents Meeting
- Electronic approval by the Board of the following actions:
  - Appointment of Michael J. Roy, M.D. to the rank of Professor with tenure in the Center for Neuroscience and Regenerative Medicine
  - Appointment of Susan B. Sheehy, Ph.D. to the rank of Associate Professor in the Graduate School of Nursing

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the matters of general consent as presented.

#### **PRESIDENT'S REPORT**

Dr. Rice opened his report to the Board by recognizing Dr. Hinshaw, who received the Policy Luminary Award from the American Association of Colleges of Nursing.

The points below summarize other items in the President's Report.

- Recent activities related to the potential USU and Medical Education and Training Campus (METC) relationship were summarized, including legal guidance received regarding USU's statutory authority. VADM Nathan expressed his strong support for USU's assistance with the METC academic curriculum. He was joined by LTG Horoho and Lt Gen Travis.

- Current restrictions on conference attendance and travel budgetary constraints have significantly affected the University. One immediate concern is student travel to clerkship rotations.
- Reorganization of the Office of the Assistant Secretary of Defense for Health Affairs (OASD/HA) has led to the discussion of the proper placement of the University within the organization. The resulting recommendation is that USU report directly to the OASD/HA.
- With the assistance of RADM Lushniak, a Public Health Service (PHS) officer will be assigned to the University as the PHS Company Commander.
- CAPT Tanis Batsel-Stewart, USU Brigade Commander, will retire during the summer of 2013. Nominations from the services will be solicited for her replacement.
- Two services have submitted nominations for the Director of the Armed Forces Radiobiology Research Institute (AFRRI) and a selection is expected soon.
- Faculty and staff have worked hard preparing for the MSCHE accreditation visit.

## **BOARD ACTIONS**

### **Degree Granting - Graduate Education**

Dr. Metcalf presented for certification nine candidates to receive graduate degrees in the biomedical sciences. Seven candidates were presented to receive the degree of Doctor of Philosophy and two were presented for the degree of Master of Science.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations as presented by Dr. Metcalf and to recommend that the President confer the degrees as stated.

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

Dr. Hinshaw presented for certification 20 students of the Nurse Anesthesia Program to receive the Master of Science in Nursing degree.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations as presented by Dr. Hinshaw and to recommend that the President confer the degrees as stated.

### **Faculty Appointment – Postgraduate Dental College**

Dr. Sculley presented the recommendations made by the Postgraduate Dental College Committee on Appointments and Promotion at a meeting on September 27, 2012. Ten 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 as presented by Dr. Sculley and to recommend that the President implement the actions.

### **Faculty Appointments and Promotions – School of Medicine**

Dr. Laughlin presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on September 17, 2012. Twenty-five individuals were recommended for faculty appointments or promotions.

In addition, Dr. Laughlin recommended that Lt Gen Thomas Travis, USAF, MC, receive the appointment of Distinguished Professor of Military Medicine during his term as Surgeon General of the Air Force.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To concur with the recommendations as presented by Dr. Laughlin and to recommend that the President implement the actions.

### **Faculty Appointments and Promotions – Graduate School of Nursing**

The Graduate School of Nursing did present a faculty appointment or promotion to the Board.

### **Awards and Honors**

Dr. Sculley presented the request that COL Robert Manga, DC, USA receive an appointment as Professor Emeritus in the Army Postgraduate Dental School. Dr. Manga served as the first Dean of the USU Army Postgraduate Dental School and was instrumental in the establishment of the school.

Upon motion duly made and seconded, the Board

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

Dr. Laughlin, as the current Names and Honors Committee Chairman, presented the recommendation that the USU Simulation Center be renamed as the Val Hemming Simulation Center. It was noted that Dr. Hemming was the driving force behind the center's establishment. A formal ceremony is scheduled for June 2013.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve renaming the Simulation Center in honor of Dr. Val Hemming as presented by Dr. Laughlin.

### **REPORT ON FACULTY SELECTION PROCESS**

In response to recent Board requests regarding faculty appointment at USU, Dr. Brian Reamy, Associate Dean for Faculty, provided a summary of the process. The report included the following points:

- The process of filling a position is determined by the level of the appointment and the military status of the position.
- Higher level positions, such as associate/assistant deans or department chairs, require coordination and search committee selection by the dean, while department faculty are managed by the chair, who appoints a committee internal to the department.

- Military selection involves endorsement and nomination by the respective Surgeon General for higher positions or an endorsement from the specialty consultant or leader for department faculty.
- Civilian selection begins with USU's Civilian Human Resources Office. Standard forms are submitted and the position is advertised on HigherEdJobs.com and other websites or publications as required and deemed cost effective.
- Search committees make their recommendations to the Dean or Department Chair based on an applicant's packet, recommendations, meeting with the committee and members of the USU community and a scholarly or research presentation.
- A diverse faculty is important to USU. Accordingly, we encourage applications from qualified minority and female individuals. We cannot, of course, consider race, ethnicity, or sex in faculty selections. Separately, we can and do consider military and public health service, teaching experience, and research interest in faculty selections.
- Common issues include an increase in demand for specialty certification and experience with specialized research programs, the reduction of senior military physicians with academic expertise, availability of military billets, and current pay and benefit issues.

## **REPORT ON STUDENT ATTRITION**

### **School of Medicine**

Dr. John McManigle, Vice Dean for the School of Medicine, reported to the Board on the current attrition for medical students. Statistical data on recent matriculants were presented and the following items were discussed:

- The School of Medicine has experienced fewer disenrollments recently. The reason for this may be a 75 percent increase in applicants since 2006 as well as an increase in the average MCAT score of those matriculated
- The primary reason for disenrollment is failure in the basic sciences, rather than clinical inefficiencies or a lack of professionalism.
- The Office of Student Affairs, the Student Counseling Center, and faculty members attempt to identify and support students on the verge of withdrawing.
- Disenrollment of medical students across the services is consistent. Retention of a disenrolled student differs among the Services.

### **Graduate School of Nursing**

Dr. Carol Ramano provided a report on the attrition of Graduate School of Nursing students, which included the items below:

- Since students entering the advanced practice programs are active duty officers, the candidate pool in which students are selected is limited. All students are full time and complete the program as a cohort. The graduation rate among these students is 87-88 percent, which is higher than the minimum required by new accreditation standards.
- The Ph.D. program is composed primarily of part-time civilian students, while active duty members complete the program as full-time students. The majority of the students who have recently withdrawn matriculated around 2003, since many of the students are

part-time. The primary reason for withdrawal within the Ph.D. program is for personal reasons.

- In certain programs, admission criteria were tightened and prerequisites were added that predicted students' success within the program.
- Students with academic concerns are often provided the opportunity to recycle into the next matriculating class if their service agrees. Five students have taken this option since it began in 2007.
- Most withdrawals are due to academic failures, which are attributed to the rigorous curriculum within the programs.

### **Postgraduate Dental College**

The report on attrition within the Postgraduate Dental College was provided by Dr. Sculley. His summary included the items below:

- Overall attrition in the PDC is low. Since the establishment of the college in 2010, only six students have withdrawn from the program for personal reasons.
- The trend over the past three years is improving and is credited to the attentive supervision of the faculty and academic leaders.

### **REPORT ON ENLISTED TO PHYSICIAN PROGRAM**

By partnering with the services, USU will soon offer a pathway for enlisted personnel to prepare for medical school through the Enlisted to Medical School Program. Dr. John McManigle provided a report on the program, which is part of an initiative to market the University to the military community. Key points made during the report include:

- Direct matriculation into medical school is difficult for enlisted members. This premise is illustrated by the relatively low number of enlisted personnel matriculating directly from active duty rather than those with a break in service. This trend is reversed for officers. Much of the difficulty lies in the absence of a bachelor's degree, along with the required prerequisites.
- The program will last two years. Prerequisite courses and MCAT preparation occurs during the first year and advanced science courses and clinical exposure comprise the second year. Students will apply to medical school through the Liaison Committee on Medical Education (LCME) during the second year.
- Curriculum and mentoring for the program will be provided by George Mason University, the billets for the program will be provided by the services and the educational expenses will be the responsibility of USU.

### **PRESENTATION ON THE NATIONAL CENTER FOR DISASTER MEDICINE AND PUBLIC HEALTH**

A presentation on the National Center for Disaster Medicine and Public Health was provided by the Acting Director, Dr. Kenneth Schor. Established by a Presidential directive, the Center's mission is to lead Federal efforts in developing and propagating curricula, training and research related to medicine and public health during disasters. The Center operates closely with

the Federal Education and Training Interagency Group, which includes members of DoD, Health and Human Services, the Department of Transportation and the Department of Homeland Security, to provide information to communities affected by or preparing for disasters.

## **BOARD COMMITTEE REPORTS**

### **Academics Committee**

As Acting Chair of the Academics Committee, Dr. Moritsugu provided an overview of items presented to the working group. This included a discussion of the DoD initiated restriction on all travel expenses, including student and resident travel, which reduced expenditures to 70 percent of funds expended in FY10. This reduction is exacerbated by additional expenses incurred by the University watch, to include travel for graduate medical education within the National Capital Consortium, curriculum reform, and increases in per diem due to the privatization of lodging. To compensate for the reduction, faculty travel has been drastically restricted, resulting in significant morale issues and limited faculty development. The committee recommends that the concerns be addressed directly to the Secretary of Defense through a letter from Dr. Blanck, with the recommendation that educationally-related travel be excluded from the restriction.

Upon motion duly made and seconded, the Board

**Voted by voice vote:** To approve the proposal as presented by Dr. Moritsugu.

Ensuing discussion also related the impact of travel restriction on continuing medical education and conference travel, which is required to maintain certification for enlisted members and officers within the medical community.

Additional items discussed in the Academic Committee included the points below:

- Dr. Laughlin reported that the School of Medicine curriculum reform transition has stabilized and that morale among second year students is high. The Bushmaster exercise, which included additional field simulation and a more complete representation of members of the medical community, was successful.
- Within the National Capital Region, patient volume and variation is inadequate to support Graduate Medical Education programs. Travel constraints will further increase the vulnerability of these programs' accreditation.
- Dr. Hinshaw notified the committee that the Ph.D. in Nursing Science Program received approval from the Middle States Commission on Higher Education (MSCHE) to add the James A. Haley Veterans' Hospital in Tampa, Florida as a research site.
- Dr. Sculley reported that the Air Force Postgraduate Dental School's Keesler Air Force Base Comprehensive Dentistry Program was approved by MSCHE.
- In his remarks on behalf of the Faculty Senate, LTC Justin Woodson paid particular interest to academic journals, which have been limited by budget constraints.
- Developments at the Armed Forces Radiobiology Research Institute (AFRRI) were mentioned, including the new Small Animal Radiation Research Platform x-ray unit and progress made toward the establishment of a radiation biology Ph.D. program.

- Dr. Smith discussed the importance of academic independence at USU in regards to political interference. The Board is encouraged to continuously monitor external influences for possible encroachments, which could negatively affect the University's accreditation.

### **Finance and Administration**

Mr. Josh Girton, on behalf of the Acting Chair, GEN Griffith, summarized items of discussion at the Finance and Administration Committee. This included the following remarks from Dr. Smith:

- The IM/IT department received DoD Information Assurance Certification and Accreditation Process (DIACAP) Authority to Operate for the .mil network.
- The migration to the Google platform has experienced challenges, but overall the transition is proving to be successful.
- Learning Resource Center journal subscriptions continue to be a concern as costs increase.
- A new academic records system for the Office of the Registrar is being considered as the current system is dated. A possible solution is open source collaboration, though implementation is likely three years away.

Mr. Tinling, reporting for the Vice President for Finance and Administration, provided an overview of the financial standing of the University. This included the following notable items:

- The University received \$28 million in additional funding from Tricare Management Activity in FY12, of which \$23 million was allocated for sustainment, restoration and modernization.
- In FY12, USU received 119 grant agreements, which totaled \$113.8 million, and 860 contracts were awarded at a value of \$36 million.
- Projections for FY13 are on track, though ceilings on travel, contracts and full time employees may cause complications. In addition, the potential for sequestration has created additional uncertainty for the current year.

Matters presented in the additional reports to the Finance and Administration Committee are summarized in the points below:

- Ms. Arta Mahboubi, Assistant Vice President for Administration, provided a report on the Facilities Division. This included highlights of many safety, health, research and teaching renovations occurring at USU, the most noteworthy being the laboratory renovations, advancements to the Simulation Center and expanded space for the Learning Resource Center. Future plans include a modernization project for the cafeteria and additional improvements to University labs.
- In his remarks on Resource Management, Mr. Tinling reported that 99.9 percent of the previous fiscal year's Operation and Maintenance (O&M) funds, totaling \$198.7 million, was obligated. For FY13 funds, Mr. Tinling again reiterated the need for reform of the imposed travel ceiling, as the current reduction is unsustainable.

- Dr. Jeffrey Longacre provided an update on the Department of External Affairs, which included hosting several University events, recent alumni flag officer promotions and positive media reports. He also expressed his concern with travel restrictions, which have significantly impacted alumni events and recruiting efforts.
- Mr. John Lowe reported that the Henry Jackson Foundation submitted 310 proposals worth \$281 million on behalf of the University. This represented a 20 percent increase from the previous year. In addition, Mr. Lowe discussed a recent licensing agreement with Pfizer to launch a vaccine for the Hendra virus, which was developed by Dr. Christopher Broder, a USU Professor and Director of the Emerging Infectious Diseases Graduate Program.

### **REPORT ON THE MIDDLE STATES COMMISSION ON HIGHER EDUCATION SELF-STUDY**

Mr. Stephen Henske, Assistant Vice President for Accreditation and Organizational Assessment, provided a report on the upcoming Middle States Commission on Higher Education review. His remarks included the following information:

- The preliminary site visit will occur on November 27, 2012. The primary purpose of the meeting will be to finalize logistics for the full visit, but the group will also be introduced to Regents, cabinet members, and members of the steering committee
- Expected completion for the final self-study report is mid-January, with the final evaluation visit taking place March 24-27, 2013.
- An executive summary describing USU will be provided prior to the preliminary site visit. The purpose of this document is to familiarize the team with the University model, provide measures for student learning and institutional effectiveness and summarize significant findings described in the full report.

### **ADJOURNMENT**

There being no further business on the agenda, Dr. Blanck adjourned the open portion of the meeting at 11:20 a.m.

SUBMITTED:



Joshua Girton  
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck  
Chair, Board of Regents

Prepared by S. Leeann Ori