

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

**Meeting No. 186
February 4, 2014**

The Board of Regents of the Uniformed Services University of the Health Sciences (USU) met on February 4, 2014, at the Val G. Hemming Simulation Center, 2460 Linden Lane, Building 163, Silver Spring, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Dr. Jeffrey L. Longacre, was present during the meeting along with the Designated Federal Officer, Mrs. S. Leeann Ori. The Alternate Designated Federal Officer, Mrs. Jennifer K. Nuetzi James participated in the meeting by teleconference. 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
Otis W. Brawley, M.D., Member
Sheila P. Burke, M.P.A., Member (participated by teleconference)
Haile T. Debas, M.D., Member
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., Member
Gail R. Wilensky, Ph.D., Member
Jonathan Woodson, M.D., Assistant Secretary of Defense for Health Affairs
Charles L. Rice, M.D., President, USU
MG M. Ted Wong, DC, USA, Representing the Surgeon General of the U.S. Army
VADM Matthew L. Nathan, MC, USN, Surgeon General of the U.S. Navy
Maj Gen Mark A. Ediger, USAF, MC, Representing the Surgeon General of the U.S. Air Force
CAPT David P. Goldman, USPHS, Representing the Acting Surgeon General of the U.S.

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Arthur L. Kellermann, M.D., Dean, F. Edward Hébert School of Medicine, USU
Carol A. Romano, Ph.D., Representing the Dean, Daniel K. Inouye 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, Director, Armed Forces Radiobiology Research Institute, USU
Maj Gen Gerard A. Caron, USAF, DC, Commander, 79th Medical Wing
RDML Raquel C. Bono, MC, USN, Director, Defense Health Agency National Capital Region Medical Directorate
Joshua Girton, J.D., Legal Advisor to the Board of Regents, USU

OPENING COMMENTS

Dr. Blanck opened his comments by recognizing the Val G. Hemming Simulation Center staff for their support in hosting the meeting. Dr. Blanck then welcomed the representatives attending on behalf of Board members and advisors, including MG Wong who will retire this spring. Dr. Blanck thanked MG Wong for his contribution to the meetings and support of the University. The following points were also included in Dr. Blanck's opening remarks:

- The 2013 Operation Bushmaster exercises, which were cancelled as a result of the government shutdown, have been rescheduled for May 4-7 and May 8-11, 2014. Dr. Blanck invited interested Board members to attend.
- Dr. Blanck inquired into the Board's interest in rescheduling the upcoming fall meeting so that it could be held in conjunction with the 2014 Operation Bushmaster exercises in Pennsylvania. The consensus of the Board was to attend the activities so an e-mail will be sent to the Regents to determine a preferred date.
- A closed session was scheduled to occur following the open meeting to discuss personnel actions and active investigations.

The 2013 Postgraduate Dental College Board of Regents Award recipient, MAJ Brandon Gage, DC, USA, was announced to the Board. In addition to the standards traditionally used to evaluate graduating students, such as excellence in service, leadership and scholarship, the Postgraduate Dental College selected MAJ Gage based on his research project.

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the Postgraduate Dental College Board of Regents Award selection.

MATTERS OF GENERAL CONSENT

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

- The meeting dates for the next two years
 - Dr. Blanck noted that the fall 2014 dates will change should the Board decide to attend Operation Bushmaster.
- Minutes of the October 23, 2013 meeting

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the matters of general consent as presented.

PRESIDENT'S REPORT

After welcoming the Board to the Val G. Simulation Center, Dr. Rice presented the quarterly President's Report. The points below summarize the items discussed by Dr. Rice.

- Though Congress passed the omnibus spending bill for fiscal year (FY) 2014, the disbursement of funds has been slow. This has left the University with very thin margins, though Dr. Rice is confident necessities, such as salaries, will be paid.

- The FY 2014 budget has been approved and is an improvement over the previous year. Dr. Rice believes all obligations for the upcoming year should be met.
- The University received relief from the constraints of the hiring freeze after support was provided by several key allies. Dr. Rice expressed his appreciation to RDML Bono, who lent the University full-time equivalent (FTE) positions, to Dr. Jonathan Woodson, who continues to advocate for additional FTEs to reflect the University's expanded mission, and to the Henry M. Jackson Foundation, who transitioned postdoctoral students to their organization, releasing federal billets occupied by the students. As a result of these efforts the University is able to hire several key positions.
- With the challenges imposed by the new budget constraints and the FTE limits, the decision was made to review new degree programs previously approved by the Board. In consultation with the surgeons general, Dr. Rice reviewed the master's in health professions education and the master's in global health degree programs and determined that the new programs will provide a military unique aspect and should be continued. The master's in biomedical informatics degree program, however, faces several challenges that led Dr. Rice and the surgeons general to the conclusion that the program not be implemented.
- Dr. Rice was delighted to report that under the leadership of RDML Bono and BG Clark, the relationship between the University and WRNMMC has developed exponentially. BG Clark included several senior USU leaders in his strategic planning process and the WRNMMC offsite was hosted at the University.
- The University leadership offsite was held at the new branch campus in San Antonio. Dr. Rice thanked Dr. Sculley and his staff for their support of the meeting. During the visit, attendees were given an opportunity to meet with the leaders of affiliated programs in San Antonio, including RADM William Roberts, the Director of the Defense Health Agency Education and Training Directorate and the Medical Education and Training Campus Commandant, and Dr. Scott Jones, the Dean of the San Antonio Uniformed Services Health Education Consortium.
- As was previously presented to the Board, the University was directed to provide a report to the Middle States Commission on Higher Education (MSCHE) on the progress of establishing a university-wide registrar system in September. Dr. Rice and Mr. Timothy Rapp, Vice President for Information and Education Technology, are optimistic that substantive progress will be made by this suspense.

BOARD ACTIONS

Degree Granting - Graduate Education

Dr. Kellermann presented for certification ten candidates to receive graduate degrees in the biomedical sciences and public health. Five candidates were presented to receive the degree of Doctor of Philosophy and five were presented for the degree of Master of Science.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the President confer the degrees as stated.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Sculley presented the recommendations made by the Postgraduate Dental College Committee on Appointments and Promotion at a meeting held on December 11, 2013. Seven individuals were recommended for faculty appointments or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Sculley and recommended that the President implement the actions.

Faculty Appointments and Promotions – School of Medicine

Dr. Kellermann presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on December 13, 2013. Thirty-seven individuals were recommended for faculty appointments or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the President implement the actions.

Awards and Honors

Col Huff presented the nomination for Dr. Merrily Poth to receive the University Medal and the title of Emeritus Professor of Pediatrics and Neuroscience. Dr. Poth provided 33 years of service to the University as a clinical educator, faculty mentor and scientist.

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the nomination for Dr. Poth to receive the University Medal and concurred with the recommendation for the title of Emeritus Professor as presented by Col Huff. It is recommended that Dr. Rice implement the Emeritus appointment.

Mr. Timothy Rapp, Vice President for Information and Education Technology, presented the nomination for Mrs. Emma Ford to receive the Distinguished Service Medal. As the Director of Application and Web Development, Mrs. Ford made significant and lasting contributions to the University during her 18 years of distinguished service.

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the nominations for Mrs. Ford as presented by Mr. Rapp.

Carol J. Johns Medal

On behalf of LTC Justin Woodson, the Faculty Senate President, Dr. Blanck presented the nomination for Dr. David McLeod to receive the Carol J. Johns Medal. Dr. McLeod is the Director of the Center for Prostate Disease Research within the Department of Surgery at USU. He was nominated by his peers based on his accomplishments furthering the welfare of USU faculty, promoting educational programs and advancing the reputation of the University.

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the Carol Johns Medal nomination for Dr. McLeod.

ACADEMICS PREPARATORY SESSION

A review of the Academics Preparatory Session was provided by Dr. Johns. The following points were included in Dr. Johns' discussion:

- Dr. Sculley reported that the Southern Region Office has relocated to the Fort Sam Houston building. This additional space has allowed for increased collaboration with strategic partners and opportunities to support meetings in San Antonio, such as the USU leadership offsite and the Federal Services Dental Educators Workshop.
- Dr. Romano, presenting on behalf of the Graduate School of Nursing (GSN), provided an update on the Doctor of Nursing Practice (DNP) program. Dr. Johns commended the transition, which is occurring ahead of schedule, and noted that the program is a model for other national DNP programs.
- Dr. Romano also notified the Board that seven students within the GSN have been awarded grants from the Jonas Scholarship project.
- During his presentation on the School of Medicine (SOM), Dr. Kellermann, provided an assessment of the state of the school. Dr. Johns encouraged all to review the report, which he believed was a realistic assessment of issues and opportunities for the future of the SOM. One issue Dr. Kellermann paid particular interest to was increasing the diversity of the school. In addition to the Enlisted to Medical Degree Preparatory Program, Dr. Kellermann explained there are many ways to develop a physician and medical officer workforce that more closely represents the population and he plans to make this effort a focus.
- LTC Justin Woodson, President of the Faculty Senate, reviewed activities of the faculty assembly. During this quarter, the Senate has been focused on award nominations and developing a relationship with the new SOM Dean. Dr. Woodson was very complementary of their interactions with Dr. Kellermann, especially in regard to solving issues created by curriculum reform. In addition, Dr. Woodson invited the Board to attend the 2014 Packard Lecture, which will be presented by Dr. Brent James from the Intermountain Healthcare organization on March 5.
- CAPT Jerri Curtis, the Associate Dean for Graduate Medical Education (GME), reported on the accreditation status of the various programs within the GME. Dr. Johns applauded CAPT Curtis as all programs reviewed in 2013 received full accreditation. One concern addressed was the effect of decreases in the patient population. This has the potential to negatively impact future accreditations. It was requested that a presentation on the changes in the patient population in the national capital area be provided at a future Board meeting.

FINANCE AND ADMINISTRATION PREPARATORY SESSION

Dr. Brawley provided a summary of the reports reviewed during the Finance and Administration Preparatory Session.

- Mr. Stephen Rice, the Vice President for Finance and Administration, discussed the constraints of the hiring freeze, which as Dr. Rice reported, have been lessened with collaboration. Mr. Rice explained the full-time equivalent (FTE) cap does not take into consideration the role of the position or individual FTE, which adds to the complexity of the situation.

- A one-percent pay raise and bonuses for General Schedule, Wage Grade and Administratively-Determined positions have been authorized for FY 2014.
- Salary limitations have complicated the Vice President for Research (VPR) hiring action. Mr. Rice reported that salaries are currently determined using the American College Personnel Association; however, if the University was able to use the data from the Association of Academic Health Centers it would provide a more appropriate salary for the VPR position and allow the University to hire a highly qualified candidate.
- In his report on the USU Brigade, Col Kevin Glass, Brigade Commander, discussed some of the professional development initiatives taking place at the University. This includes leadership training for officers and medical students and continued emphasis on optimizing promotion for military staff members.
- Mr. John Lowe, the President and Chief Executive Officer of the Henry M. Jackson Foundation for the Advancement of Military Medicine (HJF), noted that research at the foundation was estimated to be \$140.3 million in FY 2014, which is up from \$121.1 million in FY 2010. In addition, the foundation now has over 900 employees supporting the University.
- Mr. Lowe also notified the Board that HJF was recently recognized by the Washington Business Journal for its low administrative costs compared to other non-profit organizations in the region. Currently the foundation's administrative budget is two percent compared to the industry standard of 27 percent.

OFFICE OF RESEARCH REPORT

Dr. Richard Levine, the Acting Vice President for Research, provided the semi-annual report on the Office of Research. He began the report by reviewing FY 2013 revenue and noted that, due to sequestration, intramural funding was significantly reduced by over \$2.6 million compared to the previous year. Extramural funding from the National Institutes of Health (NIH) also decreased by over \$11.7 million since FY 2012. Dr. Levine commented that the number of new awards received by NIH was very low, however it was average compared to other organizations. Dr. Jonathan Woodson, the Assistant Secretary of Defense for Health Affairs, recommended that the University create a balanced portfolio for research funding and not rely on NIH grants. Dr. Johns also encouraged the deans to create a strategic plan for diverse research funding and not rely on previous revenue sources. Dr. Levine concluded his report by reviewing his strategies for the Office of Research. This includes searching for funding opportunities, encouraging mentoring, streamlining the application and review process, and being cognizant of current and future Department of Defense programs.

OFFICE OF AFFILIATIONS AND INTERNATIONAL AFFAIRS REPORT

At the request of the Board, Dr. Jeffrey Longacre, Vice President for Affiliations and International Affairs, provided a report on international relationships at the University. Dr. Longacre explained that the University has a unique opportunity to support the national strategy with international affiliations. In working with the U.S. military commanders, the University can and does facilitate and foster the long term goals of the combatant commanders utilizing health education as a way to connect with other countries. The University is currently collaborating with other countries through various agreements, including short student exchanges, by educating international students through our graduate programs, and collaborating

with other nations' military medical schools. The points below summarize the discussion following Dr. Longacre's presentation.

- Responding to an inquiring by Gen Morgan, Dr. Longacre notified the Board that the University's collaboration with China has significantly increased over the past year and in December 2014 the University will host a conference with the Chinese military on complementary medicine.
- Dr. Jonathan Woodson added that in 2013 the Military Health Systems decided to add global health engagements to the core competency of the organization. As was discussed at the leadership offsite, the University can play a pivotal role in making advancements in coordinating these activities. Dr. Woodson also stressed that if the value of these initiatives is not articulated to higher levels of government, as priorities shift and budgets are constrained, the programs may decline.
- RDML Bono added that in her experience as the Command Surgeon of the U.S. Pacific Command, many of the Asian Pacific cultures strongly value education and public health. She added through cooperative health engagements, she was able to pursue a stronger relationship with these countries. This included the establishment of scholarships for international military members in her region to attend the USU tropical medicine program.

ADDITION TO THE PRESIDENT'S REPORT

Dr. Rice added to his President's Report by requesting that Dr. Brain Reamy, Chair of the Institutional and Student Outcomes Assessment Task Force, provide the Board with information about the group. Dr. Reamy explained that the task force was created to track the progress of students within the School of Medicine, Graduate School of Nursing and Postgraduate Dental College. After being established by Dr. Rice, the task force will provide suggestions for the types of outcomes to be tracked, the method for tracking the outcomes and how the information can create change within the programs. Dr. Rice added that this is an increasing area of emphasis derived from Congressional and Presidential interest in accreditation and a focus on outcomes.

LONG-TERM CAREER OUTCOME STUDY

Dr. Steven Durning, Professor of Medicine, provided the Board with a report on the Long-term Career Outcome Study (LTCOS). The LTCOS was established in response to a recommendation from the Liaison Committee on Medical Education (LCME) to collect institutional data on student outcomes. The first task was to collect information on alumni, however, after several years it was expanded to include documenting the continuum of medical education from pre-matriculation through practice. Dr. Durning provided the Board with several notable findings from the LTCOS:

- Seventy percent of USU graduates remain on active duty until retirement
- Ninety-three percent of alumni are board certified compared to 88 percent of graduates from other medical schools
- Seventy-one percent of alumni continue to work in the federal sector after separating or retiring from the military

Dr. Durning invited the Board to review the full study which contains more information on findings and articles created by the LTCOS.

VETERAN METRICS INITIATIVE

In the final presentation to the Board, Ms. Cynthia Gilman, Vice President for the Henry Jackson Foundation Center for Public-Private Partnership, reported on the Veteran Metrics Initiative (TVMI). The organization was established to develop evidence-based metric tools to guide the use of effective programs, services and interventions for members of the military, veterans and their families. This goal is currently accomplished through two research projects, though the proposal is to expand to multiple projects. Project one is led by a USU Principle Investigator who is monitoring public social media to track trends in the military population. The second project involves reviewing support programs and identifying common components that are associated with driving successful long-term well-being outcomes. Dr. Blanck added that this program is important because it determines how to best support service members so that they can make a seamless integration back into society.

ADJOURNMENT

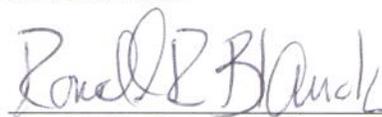
There being no further business on the agenda, Dr. Blanck adjourned the open portion of the meeting at 10:55 a.m. and invited Board members and advisors to tour the USU Val G. Hemming Simulation Center.

SUBMITTED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck, D.O.
Chair, Board of Regents

Prepared by S. Leeann Ori, Designated Federal Officer