

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

**Meeting No. 193
November 3, 2015**

The Board of Regents, Uniformed Services University of the Health Sciences met on November 3, 2015, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Everett Alvarez Jr. Board of Regents Room (D3001), 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 Board Executive Secretary, Jeffrey L. Longacre, M.D., was present during the meeting along with the Designated Federal Officer (DFO), Mrs. Jennifer K. Nuetzi James. The meeting was called to order at 8:05 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 (participated by teleconference)
Haile T. Debas, M.D., Member (participated by teleconference)
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., Member (participated by teleconference)
Kenneth P. Moritsugu, M.D., Member
Charles S. Robb, J.D., Member
Gail R. Wilensky, Ph.D., Member
Jonathan Woodson, M.D., Secretary of Defense designee
Charles L. Rice, M.D., President, USU
LTG Patricia D. Horoho, NC, USA, Surgeon General of the U.S. Army
VADM Matthew L. Nathan, MC, USN, Surgeon General of the U.S. Navy
Maj Gen Dorothy A. Hogg, USAF, NC, Representing the Surgeon General of the U.S. Air Force

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Arthur L. Kellermann, M.D., M.P.H., Dean, F. Edward Hébert School of Medicine, USU
Carol A. Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing, USU
Thomas R. Schneid, D.M.D., M.S., Executive Dean, Postgraduate Dental College, USU
Col L. Andrew Huff, USAF, MC, Director, Armed Forces Radiobiology Research Institute, USU
Patrick D. Sculley, D.D.S., M.A., Senior Vice President
MG Jeffrey B. Clark, MC, USA, Director, Walter Reed National Military Medical Center
COL Kirby Gross, MC, USA, Division Chief, Defense Medical Readiness Training Institute
(participated by teleconference)
Jason F. Kaar, J.D., Legal Advisor to the Board of Regents, USU

OPENING COMMENTS

Dr. Blanck welcomed Board of Regents members on the telephone and in person, then deferred to Dr. Longacre for presentation of a video of the USU Bushmaster Field Exercise (<https://www.youtube.com/watch?v=IWNJ6kdQpgY>). Dr. Rice commented on the Bushmaster exercise evolution, leadership and leadership training. Dr. Rice noted an AMEDD team was present at this year's exercise to validate the training and the potential for Bushmaster to meet the U.S.

Army's requirement for leadership training at the Basic Officer Leadership Course. Also, students were issued individual first aid kits at Bushmaster which they will keep through their senior year. Student participants were from the School of Medicine, Clinical Psychology Graduate Education Program, the Graduate School of Nursing and select international military medical schools from the countries of Israel, United Kingdom, China, Japan, France and Mexico. The 2nd Med Battalion at Camp Lejeune provided support for Bushmaster. Dr. Kellermann noted an increased Preventive Medicine focus including a faculty Preventive Medicine scenario. Dr. Romano also commented on the seamless nursing student integration. Dr. Schneid noted that PDC students did not participate this year but will be back next year. VADM Nathan noted the importance of having the dentists available by providing an example of the dentists role in triage at the bombing in Beirut. Dr. Blanck echoed those comments. Dr. Rice noted the increased faculty feedback this year. The following points were included in Dr. Blanck's remarks:

- Dr. Blanck noted the meeting was conducted with electronic materials and future meeting materials would be emailed. Comments were welcomed.
- The AGB John W. Nason award for Board Service was tabled due to the USU Presidential Search and will be readdressed in 2016.
- A Board Emeritus designation at attachment 1 in Tab 6 was noted for comment.
- Dr. Kellermann would provide an LCME site visit update in his report.
- The next Board of Regents meeting is February 1-2, 2016, and includes: the two preparatory sessions, Regents will provide updated CV's, nominations for the Board of Regents and Carol Johns Awards, the Vice President for Research report and the USU Inspector General report.
- Meeting calendars for the next couple of years were at Tab 7.
- Courtyard bricks were available for a designated space in the courtyard.
- The faculty packet due date for the February 2016 Board meeting was January 4, 2016.
- A closed session occurs immediately after the open session.
- Lt Gen (Ret) Monte B. Miller, previous Air Force Surgeon General (1988-1991) recently passed away.

MATTERS OF GENERAL CONSENT

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

- Minutes of the August 5, 2015, meeting at Tab 8.
- Declaration of Board Actions (items already approved between the August meeting and this meeting), at Tab 9.

Upon motion duly made and seconded, the Board

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

BOARD ACTIONS

Degree Granting – School of Medicine

Dr. Kellermann presented for endorsement five candidates to receive the degree of Doctor of Philosophy (one candidate in the Emerging and Infectious Diseases Graduate Program, two candidates in the Medical and Clinical Psychology Graduate Program, two candidates in the Molecular and Cell Biology Graduate Program) and five candidates were presented for the degree of Master of Science (three candidates in the Department of Medical and Clinical Psychology and two candidates in the Department of Preventive Medicine and Biostatistics).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president confer the degrees as stated upon each of the 10 candidates.

Degree Granting - Graduate School of Nursing

Dr. Romano presented for endorsement four candidates to receive degrees. All four candidates were presented for the degree of Doctor of Philosophy in the Doctor of Nursing Science Program.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Romano and recommended that the university president confer the degrees as stated upon each of the four candidates.

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 September 18, 2015. Forty individuals were recommended for faculty appointment 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 university president implement the actions for the 40 faculty recommendations.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Schneid presented the recommendations made by the Postgraduate Dental College's Committee on Appointments and Promotions at a meeting held on September 18, 2015. Six individuals were recommended for faculty appointment or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Schneid and recommended that the university president implement the actions for the six faculty recommendations.

Award Nominations

Dr. Rice presented the Exceptional Service Award nominations for LTG Patricia Horoho and VADM Matthew Nathan. LTG Horoho and VADM Nathan both excused themselves from the room prior to the discussion of their award nominations.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Rice and recommended that the university president implement the action.

LTG Horoho and VADM Nathan returned to the room.

USU PRESIDENTIAL SEARCH SUBCOMMITTEE

Dr. Blanck noted the USU Presidential Search Subcommittee membership and charge have been approved by the Deputy Secretary of Defense. The charge and position advertisement are in the Handouts tab. The due date for applicants is the end of December and the next meeting for the search subcommittee followed the Board meeting. Dr. Blanck noted all subcommittee members are local and that candidate finalists are due to the Under Secretary of Defense for Personnel & Readiness (USD(P&R)) by the end of February 2016.

PRESIDENT'S REPORT

The following points were included in Dr. Rice's discussion:

- Dr. Rice presented for discussion a draft list of Advisors to the Board. Dr. Rice noted that these individuals would provide advice and be given awareness regarding University activities. The proposed changes to the Advisors list include the addition of the Joint Staff Surgeon, Medical Officer of the Marine Corps and the Director, Education and Training of the Defense Health Agency (DHA), in addition to the removal of the Commander, Defense Medical Readiness Training Institute (DMRTI now falls under the DHA Director of Education and Training). LTG Horoho expressed agreement with adding the Joint Surgeon but was unsure of the interest in adding the DHA Director of Education and Training. Dr. Rice mentioned the proposed affiliation of the Medical Education and Training Campus (METC) and the University. VADM Nathan noted the inclusion of the Medical Officer of the Marine Corps as a valued addition. General Morgan also noted the positive impact of adding the Medical Officer of the Marine Corps. Discussion ensued regarding the organizational position of the Medical Officer of the Marine Corps. Additional member discussion noted the importance of adding the DHA Director of Education and Training. Dr. Blanck noted that the list as Dr. Rice proposed in his report at Attachment 1 would proceed for a vote.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Rice and recommended that the university president implement the action.

- At the suggestion of Board members, Dr. Rice is investigating the potential name change of the University and is working with the President of the Alumni Association. Dr. Blanck noted that this topic was an item included in Dr. Rice's annual assessment. General Morgan noted that this topic has been an ongoing issue. Dr. Rice welcomed suggestions from the Board for an alternate name.
- Dr. Rice reviewed the previous Board of Regents summary to create a center and department of Global Health engagement. Dr. Kellermann noted the hiring of Dr. Boris Lushniak may fulfill the need of a department of Global Health without creating a separate entity. Dr. Rice noted preparations are being made to continue the development of a Center of Global Health. Care is being made to make sure the academic and operational sides are both supported through this effort. Dr. Rice noted the handout of the CDHAM 2014 annual report and a transition of departmental placement from MEM to PMB. VADM Nathan commended the University and noted the importance of having a global health engagement tract at the University. LTG Horoho agreed with the importance and noted the medical diplomacy focus and efforts to institutionalize are

critical. General Griffith noted a recent conversation with General Brooks and his appreciation for the University's support and engagements. Dr. Rice noted ongoing efforts with PACOM. Dr. Woodson noted military health engagements that are currently occurring and the importance of global health engagements. Maj Gen Hogg noted the opportunity available to add specialty identifiers. Dr. Blanck requested additional frequent updates. Dr. Rice mentioned the ability to use econometric data to measure the effectiveness of the efforts.

- Dr. Rice asked Dr. Sculley to provide an update on the status of the METC affiliation. Dr. Sculley provided a brief background noting the initial request from the METC Board of Governors for potential affiliation and the University's response in hiring consultants to provide a report to the Board of Regents. Over the last two years, the USD(P&R) has been briefed and supported the effort to affiliate with the METC. At the initiative of the METC, language has been crafted for the University to have legislative authority over the METC and the cost estimate for four programs was estimated at \$2.2M and language has been submitted for the National Defense Authorization Act of 2017. Currently, there are two accreditation substantive-change packages subject to legislative authority, one is for degree programs, and a second is for establishing the METC as a branch campus. Additionally, a new individual will assist with developing curriculum plans and to produce the course catalogs. The substantive-change packages are due to the Middle States Commission on Higher Education by February 2016. A METC discussion will return to the Board of Regents in about a year regarding students matriculating. The Board noted the superb report by Dr. Sculley. Dr. Sculley also noted the support from the METC for this effort.
- Dr. Rice noted the update on Tab 30, Attachment 2, regarding the simulation certificate program between the University and the Naval Postgraduate School (NPS). Currently, the NPS is uncertain of their authority to hire the faculty that will be necessary for this effort. Dr. Rice noted that if the NPS concludes they cannot continue, then there would be a follow-up proposal to the BOR for the University to be the degree-granting institution.
- At the meeting of the Asia Pacific Military Medical Schools, Dr. Rice noted participation by leaders of military medical schools in Japan, China, Thailand, Vietnam, Laos, Cambodia, Myanmar, Bangladesh and India. Topics discussed included curriculum, infectious diseases, field training, and simulation. It was reported to be a good meeting, with two University students giving presentations. RADM Chinn, PACOM Surgeon, was a strong supporter and Dr. Rice perceives a follow-up meeting within a year.
- Dr. Rice noted a recent trip to Turkey at Gulhane Military Medical Academy, which was established in 1898. They are interested in developing a regional association with medical schools, to include the Uniformed Services University because of its international reputation. Dr. Rice noted if asked by higher authority he would be willing to pursue those options.
- Dr. Rice deferred to Mr. Robert Thompson, USU Chief of Staff, for an update on the Manpower Study. Mr. Thompson noted the study was launched in January and developed in to a multi-phase study. Currently, work is being conducted with the University leadership to provide data for the next phase. Mr. Thompson noted there were previously representatives from all Services, however, the Air Force representative left

the position. Anticipating data delivery to USAMMA by early spring and a supplemental report will be issued for the first time for the University.

Break Occurred from 9:15 a.m. – 9:28 a.m.

DEAN'S REPORT, F. EDWARD HÉBERT SCHOOL OF MEDICINE

Dr. Kellermann noted the recent Liaison Committee on Medical Education (LCME) site survey. Additional information from the LCME site visit will be noted during the closed session. An official report will come after the LCME February meeting. Dr. Kellermann noted the following points from his report:

- Four new department chairs including Dr. Lushniak, Dr. Dumler, Dr. Riggs and a new Department of Pharmacology Chair, yet to be named.
- Strengthening Global Health Engagement with a proposed distance learning certificate program in Global Health. Dr. Kellermann yielded to Lt Col (Dr.) Brad Boetig for a presentation on the proposed program. The current program need is limited by time available by current students and cost. The University offers a military-unique curriculum, unmatched at any other educational institution. The first course is in place and online with Global Health subject matter experts as instructors. Distance learning students complete the same material as in-residence students. Field testing has already been conducted. The first three courses would be offered immediately to active duty military members, federal employees and select international military students. The program would be developed in to a 20-credit program. Dr. Kellermann noted his presentation to Dr. Johns during the Academic preparatory session. Dr. Wilensky asked about the program structure. Dr. Kellermann noted graduate credit would be received and once the appropriate curriculum requirements are met then the student would get a certificate. Dr. Johns noted that yesterday after the preparatory session review, he wanted to bring forward a recommendation to the full Board to endorse the enrollment for academic credit of qualified military, government employees and select international military students to apply for course credit which would be applied to the distance learning in global health certificate program. Lt Col Boetig clarified some of the proposed courses and content at the request of General Morgan. Dr. Blanck clarified that the motion was for the program concept. Dr. Moritsugu asked about the strategic vision in choosing a certificate versus a Master's program. Dr. Kellermann noted this effort as the best practical and affordable effort with the ability to add a Master's if the need is present. LTG Horoho recommended having a feedback loop based on lessons learned. Dr. Kellermann also noted the effort includes all USU schools and government sectors. VADM Nathan noted the importance of the Services including this in a career progression plan. Dr. Rice asked if there might be a specialty code that would require this and VADM Nathan and LTG Horoho both stated yes. It was also discussed how faculty and students are both able to participate via distance learning.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Kellermann and recommended that the university president implement the action.

- Dr. Kellermann deferred to Dr. Reamy for a report on USU Faculty Development Programs. Dr. Reamy noted the evolution of the program based on an accreditation need and increasing number of junior faculty in the MHS. A multi-layered approach was devised for faculty development at different levels of expertise. A brief history of USU Faculty Development efforts was reviewed. Dr. Reamy noted that 27% of faculty development attendees are not medical professionals, a finding which will be presented at the next American Association of Medical Colleges meeting. Dr. Reamy noted all health professions were represented during this program. POM funding has been a great success in moving the faculty development efforts forward. Dr. Woodson noted the exceptional forward thinking aspect of this Board meeting. Dr. Woodson stated that this effort is extraordinary in making the University the Center of Excellence in Medical Leadership Development. Dr. Woodson asked if faculty are developing leadership skills in the military training environment so they can provide those skills to the trainees. Dr. Reamy said they are hopeful these leaders are placed at the MTFs to provide the leadership needed. Dr. Kellermann noted the National Capital Consortium Graduate Medical Education program, and Dr. Woodson emphasized that this program could be used to force a change and consciously develop leadership skills in addition to the medical skills. Dr. Rice noted that this could be an evolution over time with a specialty code being added to those qualified.
- Dr. Kellermann noted the extensive Unity of Efforts with Walter Reed National Military Medical Center (WRNMMC).
- Incoming School of Medicine class statistics were reviewed.
- The Enlisted to Medical Degree Preparatory Program (EMDP2) student metrics and progression were reviewed.

DEAN'S REPORT, DANIEL K. INOUE GRADUATE SCHOOL OF NURSING

Dr. Romano noted the following points in her report.

- Federal Nursing Service Council partnership continues with a focus on expanding the Graduate School of Nursing (GSN) part-time PhD program and the role of the clinical nurse specialist.
- Accreditation cycle starting for the GSN Doctor of Nursing Practice program. Everything is proceeding on schedule according to evaluation criteria.
- Academic leadership development continues with a GSN executive leadership training and all-day staff development session this week.
- Faculty information, including grants and honors received, was reviewed as well as the efforts to fill vacancies.

EXECUTIVE DEAN'S REPORT, POSTGRADUATE DENTAL COLLEGE

Dr. Schneid noted the following points in his report.

- The Postgraduate Dental College (PDC) is seeking the Board's endorsement for an affiliation with a 12-month certificate program in general dentistry with all of the Services. Approval is sought to further develop the concept and then Dr. Schneid will come back to the Board with full details and seek final approval.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Schneid for concept approval and recommended subsequent briefings as the concept matures.

- Dr. Schneid noted that the Air Force Prosthodontics program affiliation with the University is now complete.
- Faculty updates and accomplishments were noted, as were completed graduations.
- The smokeless tobacco study with the Murtha Cancer Center is progressing.
- A seven-year reaccreditation was granted to Keesler Air Force base Comprehensive Dentistry Residency program.

ACADEMICS PREPARATORY SESSION SUMMARY

Dr. Johns provided a summary of the Academics Preparatory Session consisting of tabs 31, 34-35:

- Dr. Kellermann presented his information earlier in his report.
- The Henry M. Jackson Foundation report was highlighted by the genomic sequencing equipment arrival.
- AFRRRI has facility updates underway. Col Huff noted the Cobalt reactor is down for scheduled repairs.

FINANCE AND ADMINISTRATION PREPARATORY SESSION SUMMARY

Dr. Moritsugu provided a summary of the Finance and Administration Preparatory Session which consisted of tab 36 and handout:

- The Finance report was in two portions, 2015 and the anticipation for 2016. The staff has acted fast preventing any lapse in funds. On attachment 1 of the Finance Report, the dramatic decrease in 2016 was noted. It was explained that these documents were prepared prior to the federal budget resolution. Finance has anticipated that the 2016 budget resolution will present a higher number for 2016.

Dr. Blanck noted that as discussed in the Academics Preparatory Session, there is a request in the Postgraduate Dental College report to make the Dental Service Corps Chiefs Distinguished Professors. This item is currently being tabled so that more information can be gathered for presentation to the Board at a future time.

USU FACULTY SENATE REPORT

CDR Palma noted the comparability report on faculty salaries with a summary included in the USU Faculty Senate Report. CDR Palma noted that the faculty salary report contains civilian faculty salary information. CDR Palma noted the Faculty Senate is working to remedy the salary challenge and will present more information at the February 2016 Board meeting. CDR Palma noted there are some individuals that have left their positions due to the salary disparity. VADM Nathan noted the challenge in matching civilian salaries. Dr. Rice noted there is still a disparity on those faculty members who were hired under previous federal employee rules. Dr. Kellermann noted that while there are institutions who can raise pay, there is still a tight limit and they can't raise tuition. Dr. Woodson asked how salaries compare with Federal Scientists at NIH or the VA. Dr. Rice noted that they are comparable and with the university's AD authority the new employees are competitively hired. Dr. Rice noted the VA has a comparable authority that they don't use. Dr. Rice noted we have the funding for the salaries but

not the authority to increase their pay. CDR Palma noted the lack of gender salary disparity and that GSN salaries are comparable to other institutions. CDR Palma noted the serious challenge with IRBNet, which is a DoD-wide issue and the University has provided a short-term fix. However, the lack of the IRBNet has severely hindered research efforts. Current Faculty Senate leadership was reviewed. Praise was offered for the "Dialog with the Dean" program with the SOM and GSN, with a note that the faculty have really enjoyed this program.

USU INSPECTOR GENERAL'S REPORT

Mr. Henske noted the USU Inspector General's office has had a busy quarter. One suggestion was submitted via the President's Open Door Program and four internal investigations commenced. The DoD IG office and Service IG offices have also been in communication regarding joint investigation and data reports. Additional updates will be presented in the closed session.

MODEL REPORT

Dr. Blanck noted this presentation was rescheduled.

TRI-SERVICE CENTER FOR ORAL HEALTH STUDIES (TSCOHS)

Dr. Schneid noted that the Tri-Service Center for Oral Health Studies (TSCOHS) is a center within the University and the only one aligned with the PDC. The TSCOHS was moved to Texas in 2013 and funding comes through the DHA (the dental patient satisfaction survey) and the University. Members come from the Dental Service Corps Chiefs. The mission and accomplishments were reviewed. The TSCOHS also provides analyses at the direction of the Dental Corps Chiefs with a recent analysis being conducted on dental emergencies and correlation with readiness. Members of TSCOHS are also publication and journal reviewers. The current relationship between PDC and TSCOHS is being solidified. Current correlations between oral health and chronic diseases are being investigated. Dr. Rice noted the TSCOHS and PDC investigative activities will continue to increasingly impact the MHS. General Griffith asked about information availability to disseminate to commanders.

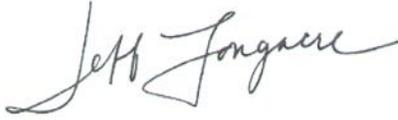
CLOSING COMMENTS

Dr. Blanck noted a thanks to the USU IT staff for the computers used during the Board meeting. Dr. Rice noted MG Clark's presence and an Excellence in Teaching award which would be presented later in the day at WRNMMC. Dr. Blanck also thanked MG Clark for his leadership and collaboration and noted Admiral Dave Lane, a USU alumnus, who will be the next Director of WRNMMC. Dr. Rice asked MG Clark to elaborate on a recently authorized collaboration with NIH providing Secretarial Designee status for designated NIH patients to receive care at WRNMMC. MG Clark stated that the National Cancer Institute patients have previously been allowed to receive care at Walter Reed. VADM Nathan noted the importance of the critical collaborations for the DoD Centers of Excellence.

ADJOURNMENT

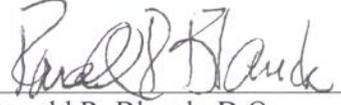
There being no further business on the agenda, Dr. Blanck asked if there was any further information to be brought forward, of which there was none. He then adjourned the open portion of the meeting at 10:55 a.m.

SUBMITTED:



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

APPROVED:



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

Prepared by: Jennifer Nuetzi James, Designated Federal Officer