MEMORANDUM

TO:        David Iha  
           Executive Administrator and Secretary to the Board of Regents

FROM:     Glenn K. Nakamura  
           Acting Director

SUBJECT: Notification of Approved Reorganizations for the University of Hawai‘i at Mānoa

Enclosed for the information of the Board of Regents are copies of reorganizations approved on November 5, 2002 for the College of Natural Sciences, and November 9, 2002 for the John A. Burns School of Medicine. The purpose of these reorganizations is explained in the executive summary and proposal narrative of each proposal.

If there are any questions regarding these reorganizations, please call Interim Vice Chancellor Karl Kim at 956-8447.

Enclosures

c:    Interim Vice Chancellor Karl Kim
EXECUTIVE SUMMARY

JABSOM seeks permission to effect an internal reorganization that would have the following effects:

(1) create an Office of Hospital and External Business Affairs focused on fostering, managing and developing JABSOM’s relationship with affiliated hospitals and organizations;

(2) restructure the Office of Administrative Services and rename the Office of Fiscal and Administrative Affairs to handle the internal fiscal, administrative and personnel issues; and

(3) create an Office of Information Technology to handle the magnitude of information management services required for the School of Medicine.

JABSOM’s proposed reorganization affects no units outside of the School of Medicine, requires no new resources beyond those already committed and affects no degree granting programs. As the reorganization adds to JABSOM’s potential to compete for extramural biomedical research funding and utilizes existing resources more efficiently the School urges approval of this proposal.
PROPOSAL TO REORGANIZE THE
JOHN A. BURNS SCHOOL OF MEDICINE

I. Present Organization

A. History

The School of Medicine was established under the leadership of Governor John A. Burns in 1965. It began as a two-year medical school with the goals of improving the healthcare status of the people of Hawai‘i and the Pacific Basin through the training of primary care physicians and providing opportunities for State residents to pursue careers in medicine that would not otherwise be available. In 1973 the medical school expanded to a four-year MD degree program and graduated the first class of 62 physicians in May of 1975.

The John A. Burns School of Medicine (JABSOM) is a community-based medical school. It does not own or maintain its own teaching hospital. JABSOM takes pride in the fact that its educational and research programs are staged in partnership with hospitals, community physicians and healthcare organizations located throughout the state. As the only accredited medical school in the central Pacific, JABSOM is committed to its goal of improving the healthcare standards for the citizens of Hawai‘i and the Pacific region. Although the primary focus is on the healthcare needs of Hawai‘i’s citizens, JABSOM maintains an active role in supporting research, educational and service programs in the Pacific Islands and Okinawa.

JABSOM’s vision statement is: To be the best medical school in the world with an Asian-Pacific focus. JABSOM’s mission statement is: To educate outstanding physicians, scientists and other healthcare professionals and to conduct research, education and community service of specific interest to our region and community.

B. JABSOM Structure

JABSOM has five administrative units and 15 departments. The five administrative units are the Office of the Dean, the Office of Student Affairs, the Office of Administrative Services, Instructional Resources, and the Office of Public Health Studies. The Associate Dean position is located in the Office of the Dean as are several academic/research units (Geriatrics, Imi Ho’ola Program, Office of Medical Education, Ecology and Health). All of these units as well as the basic science, clinical and allied medical science departments report directly to the Dean.

There are six basic science departments:

- Anatomy and Reproductive Biology
- Biochemistry and Biophysics
- Cell and Molecular Biology
- Pharmacology
- Physiology
- Tropical Medicine and Medical Microbiology

The basic science departments are organized in a traditional discipline-oriented format and are staffed primarily by PhD faculty who pursue research and engage in several types of teaching.
This includes a small but important role in the first and second years of the four-year MD training program, responsibility for the School’s three functioning biomedical science graduate programs leading to the MS and/or PhD degrees (Interdisciplinary Cell and Molecular Biology, Physiology and Tropical Medicine and Medical Microbiology) and, in some cases, the teaching of service courses at the undergraduate or professional levels for other health science/science programs.

The seven clinical departments are:

- Family Practice and Community Medicine
- Medicine
- Obstetrics, Gynecology and Women’s Health
- Pathology
- Pediatrics
- Psychiatry
- Surgery

The clinical departments arestaffed primarily by MD faculty, many of whom have major teaching responsibilities in all four years of the MD training program. A number of faculty also participate in clinical or basic research and some provide clinical service on behalf of JABSOM through a relatively small practice plan at Kapi’olani Medical Center for Women and Children (Kapi’olani Medical Specialists), through a contract for the provision of mental health services with the State Department of Health, and in several small practices administered through University Health Care Associates (UHCA). All of the clinical departments offer one or more residency training programs for postgraduate physicians.

The two additional departments are:

- Allied Medical Sciences, consisting of the Division of Medical Technology and the Division of Speech Pathology and Audiology, and
- Public Health Sciences and Epidemiology (administratively under the Office of Public Health Studies).

C. Educational Programs

JABSOM offers educational programs leading to the MD, master’s and doctoral degrees in academic and professional areas as well as two baccalaureate degrees. A total of 478 students were enrolled in the Fall 2001 semester.

The MD is a four-year curriculum enrolling 62 students per year (56 Hawai’i residents, 6 out-of-state). The degrees offered in biomedical sciences include interdisciplinary cell and molecular biology (12 PhD/10 MS), physiology (10 PhD/18 MS) and tropical medicine and medical microbiology (3 PhD/3 MS). An additional biomedical sciences degree in biostatistics and epidemiology is offered with faculty from the Departments of Public Health Sciences and Epidemiology and Topical Medicine and Medical Microbiology (1 PhD). Four biomedical science programs are no longer accepting students but still have some students completing their degrees—biochemistry/biophysics (3 PhD), biomedical sciences interdisciplinary tract (15
PhD/2 MS), genetics (3 PhD/1 MS) and pharmacology (2 PhD). The Department of Public Health Sciences and Epidemiology offers professional and academic degrees in public health (3 MS/22 MPH). In the Department of Allied Medical Sciences, two baccalaureate degrees are offered, one in medical technology (9 BS) and one in speech pathology and audiology (39 BS). A master’s degree is also offered in speech pathology and audiology (81 MS).

II. Proposed Organization

1. Restructure the Office of Administrative Services to create an Office of Fiscal and Administrative Affairs that will be responsible for internal financial matters and personnel and an Office of Hospital and External Business Affairs that will manage relationships with our affiliated hospitals and other organizations external to JABSOM.

2. Redefine the function of Instructional Resources, move it to the Office of Fiscal and Administrative Affairs and rename the unit the Office of Information Technology.

III. Background and Nature of the Proposed Reorganization

A. Conditions and Factors Prompting the Proposed Reorganization

1. Office of Fiscal and Administrative Affairs (OFAA)

In order to most efficiently manage JABSOM's administrative affairs, the former Office of Administrative Services will be divided into two offices, one functioning to manage JABSOM’s internal fiscal, administrative and personnel issues, the Office of Fiscal and Administrative Affairs (OFAA) and one focused on fostering, managing and developing JABSOM's relationships with affiliated hospitals and organizations and business partners, the Office of Hospital and External Business Affairs (OHEBA). OFAA will prepare and monitor budgets, develop long- and short-range strategic and business plans, approve and control expenditures, initiate, oversee and track all personnel transactions, acquire and monitor all equipment and property assigned to JABSOM, procure and pay for all supplies needed for JABSOM’s operation. The office will also prepare periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA will assist in the implementation and administration of research and training contracts and grants. Finally, OFAA will be responsible for developing appropriate accounting systems and for analyzing and reporting data generated by those systems.

OFAA will be headed by a Fiscal Accounting Specialist (Institutional Support – PBC Position 80365) reporting directly to the Dean. Additional personnel including Administrative and Personnel officers will comprise the staff. Day-to-day supervision of staff will be handled by position #80185. These positions will also provide support to position #77048. The personnel officer position #81516 will have supervisory responsibility for personnel officer position #80091. Positions #80185, #77048 and #81516 will report directly to position #80365. This will allow for more efficient monitoring of workflow with each section and allow for better management of resources. This office will also include the Office of Information Technology (OIT) described separately below.
2. **Office of Information Technology**

The narrow scope of the Instructional Resources unit no longer meets the needs of JABSOM's information-centered education and research missions. The technology commitment required currently and for future expansion demands a more comprehensive program to oversee and plan for information technology services. The proposed Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources. OIT will be placed in OFAA and report to the head of that office.

Personnel in the Office of Information Technology will include an IT Specialist, position #94064F (Air Conditioning Mechanic), reclassification requested; position to be redescribed (see III B.5 below); and four UH ITS specialists (one position created by combining #80678, Scientific Illustrator (public information, public events planning and publications, PBA [scientific illustrator]) and #84912 (Assistant Professor) reclassification and variance requested; position to be redescribed (see III B.3 & 5 below); position #80026 (UH IT Specialist, PBB); position #89214 (Director of Business and Hospital Affairs), variance requested; position to be redescribed (see III B.3 below); and position #81590, Research Associate (Research Support), PBB; reclassification requested, position to be redescribed (see III B.5 below).

This reorganization will combine all of JABSOM's existing IT personnel into a single unit, increasing efficiency and improving coordination of service delivery to faculty, staff and administration.

3. **Office of Hospital and External Business Affairs (OHEBA)**

The Office of Hospital and External Business Affairs (OHEBA) is responsible for developing, managing and monitoring contracts and relationships with JABSOM's affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 per cent of the School's annual all funds operating budget and thus are of crucial importance to the School's education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to stage clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM's operations.

JABSOM also has complex relationships with a number of 501c(3) non-profit organizations, which are closely affiliated with the School. These include the Hawaii Medical Library, the School's principal library facility; the University Health Care Associates and Kapi'olani Medical Specialists, the School's faculty clinical practice plans; and the Hawaii Residency Programs, the vehicle via which JABSOM, in partnership with the State's principal hospitals, stages graduate medical education training programs for the State of Hawaii in many disciplines. The financial and personnel issues presented by these relationships are complex and require constant attention.
Long-standing contractual relationships with the Department of Health, the Department of Education, the Hawaii Health Services Corporation and new partnerships with the Department of Public Safety and other non-profit and commercial enterprises which are in development also must be managed and/or nurtured.

The head of OHEBA is a Fiscal Accounting Specialist (Institutional Support – PBB Position 80011) who reports directly to the Dean. Although this office at present has only one position allocated to it, as relationships with external organizations grow and business opportunities arise, JABSOM anticipates that additional staff will be required to manage these initiatives.

B. Details of the Proposed Reorganization

1. REASSIGNMENT OF EXISTING POSITIONS AND FUNCTIONS

There are only a small number of reassignments of existing positions within this reorganization. Reporting lines for some units have been changed, but the positions remain with the unit and the functions of the unit remain the same.

a) Office of the Dean: The Office of Administrative Services in the Dean’s Office will be reorganized into two separate offices, as described in Section IIIA, 1 and 3 above, the Office of Fiscal and Administrative Affairs and the Office of Hospital and External Business Affairs. This reorganization is demonstrated on Chart II. One position, the Director of Business and Hospital Affairs, M7, #89214 will be reclassified, utilized as an Information Technology Specialist and moved to the OIT.

b) Instructional Resources: This unit has been renamed the Office of Information Technology and the reporting line is moved to the Office of Fiscal and Administrative Affairs. Its functions have been redefined as noted in III.A.2. above. (See Chart II) Position #94064F (Air Conditioning Mechanic) will be redescribed to reflect the duties of serving as head of the new Office of Information Technology. In addition, positions #80026 and #81590 will be moved to the Office of Information Technology.

2. NEW POSITIONS, FUNCTIONS AND PROGRAMS

No new state funds or new positions are requested. No new academic programs will be created nor will any existing academic programs be affected.

3. POSITION VARIANCES AND REPLACEMENT FOR RECLASSIFIED POSITION

Variances are requested for two positions: #84912 (Assistant Professor) to be combined with position #80678 (public information, public events planning and publications, PBA [scientific illustrator]) to create a UH IT specialist position and #89214 Director of Business and Hospital Affairs (M7) (to be redescribed as UH IT Specialist).

4. IMPACT OF PROPOSED CHANGES ON OTHER UNITS AND ACTIVITIES

The proposed reorganization is strictly internal to JABSOM and thus has no direct impact on other units or activities. It will result in improved management and will ensure a more efficient use of existing resources.
5. **POSITIONS TO BE RECLASSIFIED OR REDESCRIPTED**

The following positions will be reclassified:

#80678, Scientific Illustrator (public information, public events planning & publications, PBA [scientific illustrator]) (to be combined with #84912 Assistant Professor to create a UH IT Specialist position).

#81590, Research Associate (Research Support, PBB) to be reclassified as a UH IT Specialist.

#94064F Air Conditioning Mechanic to be reclassified as a UH IT Specialist.

The following positions will be redescribed:

#80678, Scientific Illustrator (public information, public events planning and publications, PBA [scientific illustrator]) (reclassification requested) combined with #84912 Assistant Professor (variance requested) to be redescribed as UH IT Specialist.

#89214 Director of Business and Hospital Affairs (M7) (variance requested); to be redescribed as UH IT Specialist.

#94064F Air Conditioning Mechanic (reclassification requested); to be redescribed as UH IT Specialist.

#81590, Research Associate, Research Support, PBB (reclassification requested); to be redescribed as UH IT Specialist once this reorganization is approved.

6. **REQUIRED FACILITIES IN SUPPORT OF THIS PROPOSAL**

No new facilities are required to support this proposal.

7. **ADDITIONAL FUNDS REQUIRED BY THIS REORGANIZATION**

No new funding is required or requested to support this reorganization. Salary savings resulting from the reclassification of Position #89214, Director of Business and Hospital Affairs, will be used to fund the proposed changes.

IV. **REASONS FOR PROPOSING THE REORGANIZATION**

A. **Basis in Law or Policy Supporting the Reorganization**

President Dobelle has clearly articulated the importance of streamlining organizational structure and making the best use of existing resources to maximize efficiency. This proposal is submitted in furtherance of that presidential policy. At present, JABSOM’s administrative infrastructure is not sufficiently functionalized to promote the development of areas of specialization and expertise amongst the staff. This proposal addresses that shortcoming.

In addition, JABSOM’s information management infrastructure is inadequate to meet the demands of a modern, research-intensive medical school. Existing staff cannot keep pace with the demands placed upon them for basic technical support. Systems development efforts necessary to streamline management processes and increase efficiency have not been undertaken due to the lack of staff and expertise.

The new Health and Wellness Center at Kaka’ako contemplates a highly sophisticated, technologically advanced work environment which our existing IT infrastructure simply cannot support.
The reorganization proposal creates the framework to construct an IT organization with the right skills and capabilities to adequately support JABSOM in the transition to the Kaka’ako campus. Finally, the creation of the OIT gives JABSOM an interface with the campus-wide ITS organization, allowing for coordination of activities and resources.

B. Reasons for Proposing the Reorganization

This reorganization is proposed to address a number of existing problems. First, a lack of a fully functional administrative structure hinders JABSOM’s ability to develop specialized centers of expertise in specific areas such as procurement, financial management, grants management, clinical practice management, space management and information management. The existing structure which mixes internal and external management functions makes it more difficult to determine workflow and address workflow issues. This leads to duplication of effort and inefficiency and creates confusion among customers as to who is responsible for what. Second, the lack of staff and expertise in information management is a serious problem in an environment which becomes more technologically advanced with each passing day.

C. How Reorganization Will Address Existing Problems

In furtherance of our objective of making the best use of existing resources, JABSOM proposes this reorganization to address the problems previously identified. By separating internal and external financial issues, JABSOM creates an environment in which staff duties can be more functionalized allowing for the development of individuals with significant expertise in areas such as procurement, grants management, financial management and budgeting, personnel and clinical management. This will allow for more accountability and efficiency.

The creation of a functional IT office will help JABSOM to become more efficient by improving faculty and staff productivity and decreasing down time. It will allow for the development of automated systems to track financial performance, space management, faculty workload and productivity, student progress and faculty recruiting. These systems are necessary to better manage existing resources. The new IT office will provide an interface with ITS and will help JABSOM make best use of the new Kaka’ako campus.

D. Expected Benefits

Reorganization of the Dean’s office will improve the efficiency of JABSOM’s operation and provide a more robust infrastructure to help make the faculty successful.

E. Qualitative and Quantitative Data in Support of Reorganization

Attached, as an appendix to this proposal, is an organizational chart showing the new reporting relationships and structural changes addressed in the proposal.

V. Other Alternatives Considered

Several other alternatives were considered such as maintaining the status quo and other possible reorganization scenarios. The option suggested was felt to make the best use of existing resources and personnel. It is also anticipated that this option will bring the most benefits at the smallest possible expense.

Attachment - Appendix (Proposed Chart II)
PREVIOUS ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS
STATE OF HAWAI\II
UNIVERSITY OF HAWAI\II
UNIVERSITY OF HAWAI\II AT MANOA
JOHN A. BURNS SCHOOL OF MEDICINE

MAJOR FUNCTIONS

Office of the Dean

Directs activities, personnel and curricula in the School of Medicine and affiliated community hospitals and health centers. Responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. Establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education. Conducts accredited graduate medical education programs in community hospitals. Also responsible for general program development in accord with Legislative mandate and University policies.

Division of Ecology and Health is to develop a program addressing the linkages between environmental and human health. It will directly benefit ecological and human health in Hawaii and the Pacific region, will complement the biomedical research component of the School of Medicine’s vision, will have both direct and indirect economic benefits, and will generate research results applicable to addressing environmental and human health problems worldwide.

Office of Student Affairs

This major academic support program is directed by an Associate Dean with special responsibility for minority recruitment and counselling.

- Student advising, registration, etc.
- Staff support of admissions processing. An Admissions Committee makes the decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
- Past and current student records.
- Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
- Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

Office of Administrative Services

The School of Medicine Office of Administrative Services provides surveillance for all of the School’s business affairs. The office prepares budgets, develops long-range and short-range plans, approves and controls expenditures, supervises all personnel transactions, assumes responsibility for all equipment and property assigned to the School, oversees the procurement of and payment for all supplies and equipment, assists in the initiation and administration of research and training contracts and grants, and the accounting systems analysis and development for the School.

Instructional Resources

This support unit provides support services as follows: animation, chart and graph production, consultation, repography, studio photography, studio and interactive video production, video tape duplication, freehand and mechanical illustration, and cine and video editing.

Geriatric Section

Provides the instruction, research and community service activities in geriatric medicine for medical students, residents, fellows and other health care workers. Also participates in continuing medical education programs for practicing physicians.
NEW ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
APPROVED:

Peter Engelt, Chancellor, UHM

Date: 9-9-02

OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA

DEAN:
- #9077
- Secretary III, SR16, #84033
- Secretary II, SR14, #14259

SCHOOL OF MEDICINE

OFFICE OF THE ASSOCIATE DEAN
See Chart III.

OFFICE OF STUDENT AFFAIRS
Professor, MSM, #62725 (0.75)
Secretary II, SR14, #23157

Student Services Specialist, PBB, #80543
Student Services Specialist, PBB, #80165
Clerk Typist II, SR9, #23949

OFFICE OF HOSPITAL AND EXTERNAL BUSINESS AFFAIRS
Fiscal Accounting Specialist, PBB, #80011

OFFICE OF FISCAL AND ADMINISTRATIVE AFFAIRS
Fiscal Accounting Specialist, PBC, #80065
Secretary II, SR14, #24032

OFFICE OF PUBLIC HEALTH STUDIES
See Chart III.

OFFICE OF INFORMATION TECHNOLOGY
- AC Mechanic, #94064F **
- Dir Business & Hospital Affairs, #9924 **
- IT Specialist, PBB, #80086
- Research Associate, PBB, #81590
- Assistant Professor, SBM, #64912 (.52) ***
- Scientific Illustrator, #60078 (.50) ***

* Position to be reassigned.
** Position to be reclassified as an IT Specialist.
*** Positions to be combined and reclassified as an IT Specialist.
**** Positions #80007, #80008, #80001 and #80170 also provide support to position #77048.
***** Position #77047 transferred to Public Health; Position #81516 transferred from Public Health to JABSOM Office of Fiscal and Administrative Affairs.

Printed 10/21/2002
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
JOHN A. BURNS SCHOOL OF MEDICINE  

MAJOR FUNCTIONS

Office of the Dean

Directs activities, personnel and curricula in the School of Medicine and affiliated community hospitals and health centers. Responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. Establishes policies with the School’s Executive Committee to develop and implement the academic programs and coordinate continuing medical education. Conducts accredited graduate medical education programs in community hospitals. Also responsible for general program development in accord with Legislative mandate and University policies.

Division of Ecology and Health is to develop a program addressing the linkages between environmental and human health. It will directly benefit ecological and human health in Hawaii and the Pacific region, will complement the biomedical research component of the School of Medicine’s vision, will have both direct and indirect economic benefits, and will generate research results applicable to addressing environmental and human health problems worldwide.

Office of Student Affairs

This major academic support program has special responsibility for minority recruitment and counseling.

- Student advising, registration, etc.
- Staff support of admissions processing. An Admissions Committee makes the Decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
- Past and current student records.
- Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
- Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

Office of Fiscal and Administrative Affairs

The Office of Fiscal and Administrative Affairs (OFAA) will prepare and monitor budgets, develop long- and short-range strategic and business plans, approve and control expenditures, initiate, oversee and track all personnel transactions, acquire and monitor all equipment and property assigned to JABSOM, procure and pay for all supplies needed for JABSOM’s operation. The office will also prepare periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA will assist in the implementation and administration of research and training contracts and grants. Finally, OFAA will be responsible for developing appropriate accounting systems and for analyzing and reporting data generated by those systems.

Office of Information Technology

The Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources. OIT will be placed in OFAA and report to the head of that office.
Office of Hospital and External Business Affairs

The Office of Hospital and External Business Affairs (OHEBA) is responsible for developing, managing and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 per cent of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to stage clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.

Geriatric Section

Provides the instruction, research and community service activities in geriatric medicine for medical students, residents, fellows and other health care workers. Also participates in continuing medical education programs for practicing physicians.

Imi Hoʻola Program

Imi Hoʻola is a post-baccalaureate program designed to provide educational opportunities for individuals whose medical school applications were rejected, but who are deemed capable of succeeding in medical school. The curriculum emphasizes the integration of concepts and principles in the sciences and humanities, and further develops communication and learning skills. Persons benefiting come from an environment that has inhibited the individual from obtaining the knowledge, skills and abilities required to enroll in and graduate from medical school and/or comes from a family with an annual income below a level based on low-income thresholds as published by the U.S. Bureau of Census.

Office of Medical Education

Responsible for the coordination and administration of the educational programs leading to the M.D. degree, the conduct of faculty development programs and the quantity and quality of faculty participation in our problem-based learning curriculum.