MEMORANDUM

TO: Vice Chancellor Rodney Sakaguchi
FROM: Glenn K. Nakamura
       Acting Director

SUBJECT: COPY OF APPROVED REORGANIZATIONS

Enclosed for your files are copies of three reorganizations approved by the Board of Regents. Two reorganizations involve the John A. Burns School of Medicine and the third reorganization establishes the Academy for Creative Media.

Attachment
Reorganization of the John A. Burns School of Medicine, University of Hawai‘i at Mānoa to Merge the Basic Science Departments

Regent Tanaka moved to approve the merging of Anatomy and Reproductive Biology, Biochemistry and Biophysics, Cell and Molecular Biology, Pharmacology, Physiology, and Tropical Medicine and Medical Microbiology of the John A. Burns School of Medicine into the departments of Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology and Pharmacology with the understanding that implementation details are subject to applicable Board policies, as presented in President's Memorandum No. 24 (Agenda), item A-11, dated November 21, 2003. Regent Tatibouet seconded the motion which was unanimously carried.

Regent Kawakami moved to amend the agenda to include the approval of the Community Colleges Midterm Reports and the approval of the reorganization of community colleges. Regent Tatibouet seconded the motion which was unanimously carried.

Approval of the Community Colleges Midterm Reports

Regent Kawakami reported that the Committee on Community Colleges met with Dr. Barbara Beno and Joel Ritchie of the Accrediting Commission for Community Colleges and Junior Colleges (ACCJC) to discuss the midterm report. The Committee engaged in the discussion with the ACCJC representatives on the separate and unique mission of the community colleges as well as the baccalaureate campuses. All of the chancellors of the community colleges were present to comment on their portion of their reports.

Regent Kawakami moved to approve the midterm reports dated October 2003 and as presented to the Board. Regent Tatibouet seconded the motion which was unanimously carried.

Approval of the Reorganization of Community Colleges

Regent Kawakami moved to approve the proposed reorganization of the community colleges to relocate the Offices of the Vice President for Academic Affairs; Vice President for International Education; and Vice President for Administration and Chief Financial Officer; and transfer eight positions to the community colleges’ campuses. Regent Tatibouet seconded the motion which was unanimously carried.
Reorganization of the John A. Burns School of Medicine, University of Hawai‘i at Mānoa to Merge the Basic Science Departments

It is requested that the Board approve a reorganization proposal to merge six basic science departments in the John A. Burns School of Medicine, Mānoa campus, into three departments. This proposal will not require any additional University resources.

The John A. Burns School of Medicine (JABSOM) is a community-based medical school. As the only accredited medical school in the central Pacific, JABSOM is committed to its goal of improving the health care standards for the citizens of Hawai‘i and the Pacific region. JABSOM also maintains an active role in supporting research, and educational and service programs in the Pacific Islands and Okinawa. The School is currently organized into five administrative units, six basic sciences departments, eight clinical departments, a department of Allied Medical Sciences, and a department of Public Health Sciences and Epidemiology.

JABSOM offers educational programs leading to the M.D., master's and doctoral degrees in academic and professional areas, as well as two baccalaureate degrees. A total of 499 students were enrolled in the Fall 2002 semester.

In a research-intensive medical school, the basic science departments are key to growing the research enterprise. JABSOM has established as a major priority the further growth and development of its research capability. This priority supports the strategic imperatives in the recently adopted Mānoa strategic plan, affirming that "Mānoa’s essence is research." By successfully competing for more extramural research grants and contracts, JABSOM seeks to diversify and expand the School’s financial foundation. Increased research activity will contribute to the State’s economy through job creation and biotechnology spin-offs.

In seeking to grow the research enterprise, JABSOM’s goal is to create a structure that allows for maximum efficiency and flexibility. Interdisciplinary collaborations are the key to success in this dynamic new research environment. Since JABSOM does not have the resources to rebuild all of the existing discipline based basic science departments up to a critical mass that would be required for them to sustain successful individual research and graduate training programs, the consolidation of several departments is proposed. This is both reflective of modern conduct of cutting edge biomedical research and is the most efficient way to get the most out of the existing resources. The Departments of Biochemistry and Biophysics, Pharmacology, and Physiology will join with the Departments of Cell and Molecular Biology, Anatomy and Reproductive Biology, and Tropical Medicine to form three departments: Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology, and Pharmacology.

11/21/03
The proposed reorganization has been recognized as an important priority by the accrediting body for medical schools, the Liaison Committee on Medical Education (LCME). The LCME endorses JABSOM's plan to consolidate the six departments into three larger units as it will provide a critical mass of faculty in each of the consolidated departments to ensure efficiency and productivity in research, teaching, and service/administration. The LCME feels that JABSOM has too few basic science faculty to have a critical mass in each of the six existing departments. The importance of this reorganization to the school's future accreditation was mentioned in the LCME's survey team report of the January 2002 site visit. During its upcoming site visit in April 2004, the LCME site survey team will be specifically assessing JABSOM's progress in securing approval for and implementing the proposed reorganization.

The proposed consolidated structure provides flexibility to evolve with changing needs and conditions. It builds upon the strongest of the existing basic science departments and recognizes existing faculty research expertise while acknowledging the ongoing needs of the M.D. program for discipline-based expertise. In the future, the new departments may have different divisions reflecting the programmatic emphasis of current research initiatives.

The reorganization proposal will result in the reassignment of existing faculty and staff positions from the six basic science departments into the newly-created units and other existing units.

Reorganization of the basic science departments will allow JABSOM to use existing resources most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding. The reorganization will better position the School to take advantage of new federal research funding opportunities.

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization in July 2002. Both have indicated that they have no objections to the proposal. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

**Recommendation:** That the Board approve the merging of Anatomy and Reproductive Biology, Biochemistry and Biophysics, Cell and Molecular Biology, Pharmacology, Physiology, and Tropical Medicine and Medical Microbiology of the John A. Burns School of Medicine into the departments of Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology and Pharmacology, as reflected in the attached organizational charts and with the understanding that implementation detail are subject to applicable Board policies.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS
POSITION ORGANIZATION CHART
CHART IV
PROPOSED

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY
Chairman (Appointed from Instructional Positions)

Admin & Fiscal Supp Sp, PBA, #80008

Instructional Positions (12.00)
Full-time: #82257
#82304
#83025
#83468
#83557
#83991
#84435
#84836
#84995
#85388
#85705
#85719
Graduate Assistants:
#86203 (.50)
#86942 (.50)

General Funds: 14.00

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003
MEMORANDUM

TO: Patricia Y. Lee
    Chairperson, Board of Regents

VIA: Evan S. Dobelle
     President

VIA: David McClain
     Vice President for Academic Affairs

FROM: Peter Englert
      Chancellor

SUBJECT: Proposed Reorganization of the John A. Burns School of Medicine, Mānoa
         Campus — Merger of Basic Science Departments

SPECIFIC ACTION REQUESTED:

I request that the Board of Regents approve the proposal to merge the six basic science
departments in the John A. Burns School of Medicine, Mānoa campus, into three basic science
departments.

ADDITIONAL COST:

The proposed reorganization will not require any additional University resources.

RECOMMENDED EFFECTIVE DATE:

Upon approval by the Board.

PURPOSE/NATURE OF THE PROPOSAL:

The John A. Burns School of Medicine (JABSOM) is a community-based medical school. As the
only accredited medical school in the central Pacific, JABSOM is committed to its goal of
improving the health care standards for the citizens of Hawai‘i and the Pacific region. JABSOM
also maintains an active role in supporting research, and educational and service programs in the
Pacific Islands and Okinawa. The School is currently organized into five administrative units, six
basic sciences departments, eight clinical departments, a department of Allied Medical Sciences, and a department of Public Health Sciences and Epidemiology.

JABSOM offers educational programs leading to the M.D., master's and doctoral degrees in academic and professional areas, as well as two baccalaureate degrees. A total of 499 students were enrolled in the Fall 2002 semester.

In a research-intensive medical school, the basic science departments are key to growing the research enterprise. JABSOM has established as a major priority the further growth and development of its research capability. This priority supports the strategic imperatives in recently adopted Mānoa strategic plan, affirming that “Mānoa's essence is research.” By successfully competing for more extramural research grants and contracts, JABSOM seeks to diversify and expand the School's financial foundation. Increased research activity will contribute to the State's economy through job creation and biotechnology spin-offs.

In seeking to grow the research enterprise, JABSOM's goal is to create a structure that allows for maximum efficiency and flexibility. Interdisciplinary collaborations are the key to success in this dynamic new research environment. Since JABSOM does not have the resources to rebuild all of the existing discipline based basic science departments up to a critical mass that would be required for them to sustain successful individual research and graduate training programs, the consolidation of several departments is proposed. This is both reflective of modern conduct of cutting edge biomedical research and is the most efficient way to get the most out of the existing resources. The Departments of Biochemistry and Biophysics, Pharmacology, and Physiology will join with the Departments of Cell and Molecular Biology, Anatomy and Reproductive Biology, and Tropical Medicine to form three departments: Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology, and Pharmacology.

The proposed reorganization has been recognized as an important priority by the accrediting body for medical schools, the Liaison Committee on Medical Education (LCME). The LCME endorses JABSOM's plan to consolidate the six departments into three larger units as it will provide a critical mass of faculty in each of the consolidated departments to ensure efficiency and productivity in research, teaching, and service/administration. The LCME feels that JABSOM has too few basic science faculty to have a critical mass in each of the six existing departments. The importance of this reorganization to the school's future accreditation was mentioned in the LCME's survey team report of the January 2002 site visit. During its upcoming site visit in April 2004, the LCME site survey team will be specifically assessing JABSOM's progress in securing approval for and implementing the proposed reorganization.

The proposed consolidated structure provides flexibility to evolve with changing needs and conditions. It builds upon the strongest of the existing basic science departments and recognizes existing faculty research expertise while acknowledging the ongoing needs of the M.D. program for discipline-based expertise. In the future, the new departments may have different divisions reflecting the programmatic emphasis of current research initiatives.
Chairperson Patricia Y. Lee
October 14, 2003
Page 3

**IMPACT ON STAFFING AND RESOURCES:**

The reorganization proposal will result in the reassignment of existing faculty and staff positions from the six basic science departments into the newly-created units and other existing units.

Reorganization of the basic science departments will allow JABSOM to use existing resources most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding. The reorganization will better position the School to take advantage of new federal research funding opportunities.

**CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES AND THE MĀNOA FACULTY SENATE:**

The Hawaiʻi Government Employees Association and the University of Hawaiʻi Professional Assembly were contacted about the proposed reorganization in July 2002. Both have indicated that they have no objections to the proposal. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

**ACTION RECOMMENDED:**

I recommend that the Board of Regents approve the merger of six basic science departments (Anatomy and Reproductive Biology, Biochemistry and Biophysics, Cell and Molecular Biology, Pharmacology, Physiology, and Tropical Medicine and Medical Microbiology) of the John A. Burns School of Medicine on the Mānoa campus into three departments: 1) Anatomy, Biochemistry, Physiology and Reproductive Biology; 2) Cell and Molecular Biology; and 3) Tropical Medicine, Medical Microbiology and Pharmacology. The reorganization will be effective upon Board approval.

MY:am

c:    Secretary of the Board Iha
     President Dobelle
     Vice President Sloane
     Vice President McClain
     Interim Vice Chancellor Kim
     Dean Cadman
EXECUTIVE SUMMARY

JABSOM seeks permission to effect and internal reorganization that would reorganize its existing basic science departments, consolidating six departments into three in order to rebuild each into a modern interdisciplinary unit that will have a critical mass of faculty to conduct cutting edge, extramurally funded biomedical research and provide effective medical student, graduate and undergraduate teaching.

JABSOM have five administrative units and 16 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 Office of the Dean contains several academic/research units (Geriatrics, Office of Medical Education, Ecology and Health).

There are six basic science departments (Anatomy and Reproductive Biology; Biochemistry and Biophysics; Cell and Molecular Biology; Pharmacology; Physiology; and Tropical Medicine and Microbiology) and eight clinical science departments (Family Practice and Community Medicine; Native Hawaiian Health; Obstetrics, Gynecology and Women’s Health; Pathology; Pediatrics; Psychiatry; and Surgery). The two additional departments are: (1) Allied Medical Sciences consisting of the Divisions of Medical Technology and Speech Pathology and Audiology and (2) Public Health Sciences and Epidemiology.

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

In seeking to grow the research enterprise, JABSOM's goal is to create a structure that allows for maximum efficiency and flexibility. Interdisciplinary collaborations are the key to success in this dynamic new research environment. Since JABSOM does not have the resources to rebuild all of the existing discipline based basic science departments up to a critical mass that would be required for them to sustain successful individual research and graduate training programs, several departments will be consolidated. This is both reflective of modern conduct of cutting edge biomedical research and is the most efficient way to get the most out of the existing resources. The Departments of Biochemistry and Biophysics, Pharmacology, and Physiology will join other basic science departments as follows:

1. Department of Anatomy, Biochemistry, Physiology and Reproductive Biology
2. Department of Cell and Molecular Biology
3. Department of Tropical Medicine, Medical Microbiology and Pharmacology
The proposed reorganization has been recognized as an important institutional priority by the accrediting body for medical schools, the Liaison Committee on Medical Education (LCME). The LCME is returning for a site visit at JABSOM in April 2004 and will be assessing progress JABSOM has made in effecting this reorganization of the basic science departments. The LCME had concerns that several of our basic sciences departments were too small to function effectively as academic units. This includes the Biochemistry Department which has 2.5 faculty and the Pharmacology Department which has 2 faculty. As indicated previously, we do not have adequate resources to increase the critical mass for these departments and therefore, the consolidation of these departments would enable JABSOM to build the critical mass to 10-12 faculty which would be required for functionality.

The reorganization of JABSOM’s basic science departments will impact faculty distribution and faculty governance by the School of Medicine’s Bylaws. All of the reorganized departments will have the right to be represented by our Faculty Senate and on the School’s governing, policy administration committees. This reorganization would not impact JABSOM’s relationships with the community hospitals and physicians.

Impact on other units should be positive as a more powerful research capability located in the School of Medicine will present opportunities for interdisciplinary collaboration with faculty in other research intensive units of the campus such as PBRC, Cancer Research Center of Hawaii, SOEST, College of Natural Sciences, College of Tropical Agriculture and the College of Engineering. Active collaborations with the School of Nursing, School of Social Work, College of Business and the Department of Computer Sciences are also in planning stages. Medical and graduate students will be positively impacted by this proposal.

For medical students, the enhanced scientific expertise of the faculty will present new research opportunities and recruitment of new faculty into these basic science departments will provide a new pool of scientific expertise available for medical student education. For graduate students, the consolidation of the basic science departments will provide for focused development of areas of research strengths that can more effectively support graduate basic science education.

The effect on students taking undergraduate service courses from the School of medicine faculty in the Departments of Biochemistry and Biophysics, Physiology and Pharmacology will initially be unaffected. However, participation in undergraduate education may be made more difficult when the new Kaka’ako campus opens and many of our faculty move downtown. Prior to effecting any changes in JABSOM’s role in this area, appropriate arrangements will be made to ensure that undergraduate courses in the biomedical sciences continue to be made available to Manoa students.
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 16 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 Office of the Dean contains several academic/research units (Geriatrics, Office of Medical Education, Ecology and Health).

There are six basic science departments:

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

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 eight clinical departments are:

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

The clinical departments are staffed 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 Clinical, Education and Research Association (UCERA). 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 Tropical 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

JABSOM proposes a restructuring that would merge the Departments of Biochemistry and Biophysics, Physiology, and Pharmacology with other basic science departments.

III. BACKGROUND AND NATURE OF THE PROPOSED REORGANIZATION

A. Conditions and Factors Prompting the Proposed Reorganization

1. BASIC SCIENCE DEPARTMENTS

In a research-intensive medical school the basic science departments are key to growing the research enterprise. JABSOM has established as a major priority the further growth and development of its research capability. By successfully competing for more extramural research grants and contracts JABSOM seeks to diversify and expand the School’s financial foundation. This will require the recruitment of a highly qualified academic faculty. Increased research activity will contribute to the State’s economy through job creation and biotechnology spin-offs.

In seeking to grow the research enterprise, JABSOM’s goal is to create a structure that allows for maximum efficiency and flexibility. Interdisciplinary collaborations are the key to success in this dynamic new research environment. Since JABSOM does not have the resources to rebuild all of the existing discipline based basic science departments up to a critical mass that would be required for them to sustain successful individual research and graduate training programs, several departments will be consolidated. This is both reflective of modern conduct of cutting edge biomedical research and is the most efficient way to get the most out of the existing resources. The Departments of Biochemistry and Biophysics, Pharmacology, and Physiology will join other basic science departments as follows:

a) Department of Anatomy, Biochemistry, Physiology and Reproductive Biology
b) Department of Cell and Molecular Biology
c) Department of Tropical Medicine, Medical Microbiology and Pharmacology

In deciding on the groupings of the departments proposed, the primary considerations were: (1) departmental faculty preference (several options were discussed and debated at a series of meetings including a meeting of the basic science chairs, a meeting of all basic science faculty and a general faculty meeting. The basic science faculty approved the option contained in this proposal) and (2) pairing relatively strong and research
intensive departments with those that are smaller and less research intensive in order to create a critical mass in each new department going forward.

The following chart illustrates this point, comparing number of FTE faculty and grant support for the existing and proposed departments.

<table>
<thead>
<tr>
<th></th>
<th>FTE</th>
<th>Grant $</th>
</tr>
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<tbody>
<tr>
<td><strong>Existing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biochemistry</td>
<td>5.0</td>
<td>48,000</td>
</tr>
<tr>
<td>Cell and Molecular Biology</td>
<td>12.0</td>
<td>344,000</td>
</tr>
<tr>
<td>Anatomy and Reproductive Biology</td>
<td>10.0</td>
<td>498,000</td>
</tr>
<tr>
<td>Pharmacology</td>
<td>6.0</td>
<td>0</td>
</tr>
<tr>
<td>Physiology</td>
<td>5.0</td>
<td>11,000</td>
</tr>
<tr>
<td>Tropical Medicine</td>
<td>5.9</td>
<td>600,000</td>
</tr>
<tr>
<td><strong>Proposed</strong></td>
<td></td>
<td></td>
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<tr>
<td>Anatomy, Biochemistry, Physiology and Reproductive Biology</td>
<td>20.0</td>
<td>557,000</td>
</tr>
<tr>
<td>Cell and Molecular Biology</td>
<td>12.0</td>
<td>344,000</td>
</tr>
<tr>
<td>Tropical Medicine &amp; Pharmacology</td>
<td>11.9</td>
<td>600,000</td>
</tr>
</tbody>
</table>

A new chair, Duane Gubler, PhD, a nationally known expert in mosquito borne pathogens like dengue fever and West Nile fever, formerly head of the Centers for Disease Control National Vector Borne Pathogens laboratory, has recently been hired to head up JABSOM’s Department of Tropical Medicine. Efforts are currently underway to hire a new chair in Cell and Molecular Biology and several outstanding candidates have applied. In this process, both departments will be augmented with positions from the Cadiam recruitment pool and thus will expand in the near future.

This is a flexible structure that can evolve with changing needs and conditions. It builds upon the strongest of our existing basic science departments and recognizes faculty research expertise in tropical medicine, biogenesis and genetics/cell biology while acknowledging the ongoing needs of the M.D. program for discipline based expertise in anatomy, biochemistry, genetics, microbiology, physiology and pharmacology. In the future, the new departments may have different divisions reflecting the programmatic emphasis of current research initiatives. Areas of focus may include genetics, neuroscience, matrix biology, molecular pharmacology, biogenesis, health-related marine sciences and human performance medicine, but divisions within the departments are anticipated to change in response to changing demands and opportunities.

The proposed reorganization has been recognized as an important institutional priority by the accrediting body for medical schools, the Liaison Committee on Medical Education (LCME). The LCME is returning for a site visit at JABSOM in April 2004.
and will be assessing the progress JABSOM has made in effecting this reorganization of the basic science departments.

The reorganization also will contribute to JABSOM's ability to maximize the return on the state and the University's investment in the new Kaka'ako campus by helping to increase JABSOM's research capability.

B. Details of the Proposed Reorganization

1. Reassignment of Existing Positions and Functions

With the exception of the merging of the basic science departments, there are few reassignments of existing positions and functions within this reorganization.

a) Basic Science Departments

i. Department of Biochemistry and Biophysics: Faculty from this department will be reassigned to the Department of Anatomy and Reproductive Biology, which will be renamed the Department of Anatomy, Biochemistry, Physiology and Reproductive Biology (see Chart III).

ii. Department of Physiology: Faculty from this department will be reassigned to the Department of Anatomy and Reproductive Biology, which will be renamed the Department of Anatomy, Biochemistry, Physiology and Reproductive Biology (see Chart III). The Secretary II (#17657) will be assigned to the new department.

iii. Department of Pharmacology: Faculty from this Department will be reassigned to the Department of Tropical Medicine and Medical Microbiology, which will be renamed the Department of Tropical Medicine, Medical Microbiology and Pharmacology (see Chart XI). The Secretary II (#17563) will be reassigned to the new department and the Clerk Steno III (#23959) will be reassigned to Allied Medical Sciences.

b) Clinical Science Departments

i. With the formation of the Department of Anatomy, Biochemistry, Physiology and Reproductive Biology, the Secretary II (#23085) will be assigned to the Department of Surgery, and with the formation of the Department of Tropical Medicine, Medical Microbiology and Pharmacology, the Secretary II (#13893) will be assigned to the Department of Psychiatry.

2. New Positions, Functions and Programs

No new positions are required to enact the proposed reorganization.

3. Position Variances and Replacement for Reclassified Position

None

4. Impact of Proposed Changes on Other Units and Activities

The reorganization of JABSOM's basic science departments will impact faculty distribution and faculty governance by the School of Medicine's Bylaws. All of the reorganized departments will have the right to be represented in our Faculty Senate and on the School's governing, policy and administration committees.
The reorganization proposed would not impact JABSOM’s relationships with the community hospitals and physicians. Impact on other units on the Mānoa campus should be positive as a more powerful research capability located in the School of Medicine will present opportunities for interdisciplinary collaboration with faculty in other research intensive units of the campus such as PBRC, Cancer Research Center of Hawaii, SOEST, College of Natural Sciences, College of Tropical Agriculture and the College of Engineering. Active collaborations with the School of Nursing, School of Social Work, College of Business and the Department of Computer Sciences are also in planning stages.

The reorganization proposal will positively impact medical and graduate students. For medical students, the enhanced scientific expertise of the faculty will present new research opportunities. In addition, recruiting new faculty into the basic science departments will provide a new pool of scientific expertise available for medical student education. This should strengthen the students’ exposure to an understanding of the basic science concepts underlying medicine. For graduate students, the consolidation of the basic science departments will provide for focused development of areas of research strengths that can more effectively support graduate basic science education. It will create new opportunities to work in scientific laboratories and open up new potential for scientific collaboration across the campus.

The effect on students taking undergraduate service courses from School of Medicine faculty in the Departments of Biochemistry and Biophysics, Physiology and Pharmacology will initially be unaffected. However, participation in undergraduate education may be made more difficult when the new Kaka’ako campus opens and many of our faculty move downtown. Prior to effecting any changes in JABSOM’s role in this area, appropriate arrangements will be made to ensure that undergraduate courses in the biomedical sciences continue to be made available to Mānoa students.

5. **POSITIONS TO BE RECLASSIFIED OR REDISTRIBUTED**

Redescription and/or reclassification of positions to be completed as appropriate.

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

The new biomedical campus planned for Kaka’ako and the renovations in progress and in planning on the 4th, 5th and 6th floors of the Biomedical tower will support the implementation of this plan. This new research space will be required to recruit and retain the excellent academic faculty contemplated by this reorganization.

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

JABSOM is requesting no funding above and beyond that which has already been separately committed to the Dean and to Dr. Yanagimachi.

**IV Reasons for Proposing the Reorganization**

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

The reorganization proposed will increase efficiency thus leading to a better use of existing resources. Since JABSOM also aims to improve the potential to compete successfully for
extramural research funds through this reorganization, the School will increase the leveraging power of the state general funds already allocated. We believe this reorganization proposal is consistent with the University of Hawai‘i strategic plan in that it aims to improve educational opportunities and outcomes and improve research productivity at JABSOM. Increased research productivity will generate direct and indirect grant dollars to support JABSOM and the University as well as increasing the potential for the development of commercially valuable intellectual property. It will serve as a foundation for the development of biotechnology and help to make good on the great potential of the new Kaka‘ako campus.

B. Reasons for Proposing the Reorganization

It is the School of Medicine’s intention to become a research-intensive medical school that is capable of competing successfully for extramural funding. A strong and vibrant medical school can add to the reputation and to the budget of the University by generating significant extramural research funding. At medical schools across the nation, this is the rule rather than the exception. Hawai‘i has great potential to become a research powerhouse given its geographic location at the crossroads of the Pacific, a meeting place for East and West, the talent of existing faculty in JABSOM and the cultural and genetic diversity of Hawai‘i’s unique population. In addition, as a “minority state” JABSOM qualifies for a special pool of federal biomedical research funds which can be tapped to improve the research infrastructure of the school leading to additional opportunities for successful grantsmanship. A number of major, multi million dollar grants of this type have already been secured. In addition to the benefits accruing to the medical school and the University from JABSOM’s enhanced research capability, the State of Hawai‘i will profit as well. JABSOM can be a major research engine for the state and can help to diversify the state’s economy by stimulating the biotechnology industry. In making a significant contribution to the development of JABSOM’s research capability, this proposal will also help to ensure the success of the new Kaka‘ako campus.

Besides the potential to create jobs and increase tax revenues, reorganization will allow the school to leverage its existing resources into the creation of additional resources both in the area of research grants and clinical income. In this way, the JABSOM can decrease its reliance on hard money state support and become more financially self-sufficient. The reorganization of existing basic science departments will position the School of Medicine to take advantage of new federal research funding opportunities.

The LCME feels that JABSOM has too few basic science faculty to have a critical mass in each of the six existing departments. The LCME endorses JABSOM’s plan to consolidate the six departments into three larger units as this plan will allow JABSOM to have enough faculty in each of the consolidated departments to ensure efficiency and productivity in research, teaching and service/administration. The importance of this reorganization to the school’s future is mentioned in several places in the LCME’s survey team report of the site visit of January 2002. As previously mentioned, the accrediting body for medical schools, the LCME, believes that the reorganization is an important institutional priority.

During its upcoming site visit in April 2004, the LCME site survey team will be specifically assessing JABSOM’s progress in securing approval for and implementing the proposed reorganization.
The reorganization contemplated also improves efficiency of our educational programs. For example, the consolidation of existing basic science departments provides a mechanism to support the needs of graduate basic science education, the MD program and joint degree programs such as the MD/PhD program. It supports the interdisciplinary nature of modern biomedical research and exposes students of all programs to the type of research environment they will encounter in their professional careers. Additionally, bringing new faculty via recruitment into the medical school gives MD students and residents new research opportunities as well a new resource for basic science content.

In general, the reorganization plan has beneficial overall effects on research capability, educational content and administrative efficiency. The reorganization is crucial for the long-term future of JABSOM.

C. How Reorganization Will Address Existing Problems

The restructuring of the basic science departments is proposed to improve research capability while preserving educational functionality. The reality of modern interdisciplinary basic science research is recognized by our proposal to continue to recruit into essentially three basic science departments instead of six. These are the current location of our most productive research faculty and are areas in which the School can be competitive in securing extramural grant funding. Therefore, it is a strategic decision to consolidate and selectively enhance the capability of these departments.

D. Expected Benefits

Expected benefits of this proposal are many. Perhaps the primary one is the potential to improve diversification of the sources of financial support for the School of Medicine. If JABSOM can decrease dependence on state funds by augmenting other revenue streams, the School can move towards financial self-sufficiency. This will be accomplished both through the garnering of more extramural research awards and through the provision of patient care services by contract and in partnership with our affiliated hospitals. Both of these revenue streams can be considerable and are at most medical schools across the country. When the School of Medicine realizes its full potential in this respect, the budget of the school most likely will double. The intrinsic benefits of an enhanced research capability are many. It will be easier to recruit top class academicians to the medical school once there is critical mass of scientists working in state of the art facilities.

Second, research done by School of Medicine faculty can address significant healthcare issues of our state and region, thus contributing to improving the overall standard of health of citizens of Hawai‘i and the Pacific.

Third, enhanced research capability will provide research opportunities for medical students, residents and graduate students.

Fourth, the enhanced stream of research grants will generate economic benefits to the state, opening up potential partnerships with biotechnology and pharmaceutical companies, creating new jobs and adding to Hawai‘i’s tax base.
Fifth, enhanced research capability will provide new opportunities for collaboration with other units in the University system that can create synergistic relationships leading to further success.

Sixth, the reorganization proposal contributes to the accomplishment of a number of the goals established in both the UHM and the UH system strategic plans. Developing enhanced research capability and improved educational programs can help to achieve the UHM strategic goals of “research”, especially in the areas of “research that benefits and involves the local community” and assessing “the research productivity of all faculty and programs on a regular basis,” “educational effectiveness” via the delivery of “a modern, flexible, diverse and multicultural curriculum” and “economic development” through expanding “the funded research enterprise” and promoting “research applications, commercialization of intellectual property rights and entrepreneurship.” The goals served by our reorganization plan also relate to some of the priorities established in the UH system strategic plan. These include “Educational effectiveness and student success” and “A learning, research and service network.” As the reorganization compliments the UH’s established strategic priorities, we believe that approval is warranted.

Reorganization of the basic science departments will allow JABSOM to use existing resources including new recruitments most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding.

E. **Qualitative and Quantitative Data in Support of Reorganization**

Attached as an appendix to this proposal is an organizational chart showing structural changes addressed in the proposal.

F. **CONSULTATION WITH OTHER UNITS**

In the process of developing and seeking approval for this proposal, JABSOM engaged in an extensive series of consultations with a variety of interested parties. Within JABSOM, the following groups debated and approved the proposal: the JABSOM Executive Committee, the JABSOM Faculty Senate, JABSOM basic science chairs, JABSOM basic science faculty and the JABSOM faculty. External to JABSOM consultation was sought from the following entities: Office of the Chancellor of the University of Hawai‘i at Mānoa (UHM), Office of the Vice Chancellor for Academic Affairs (UHM), University Office of Human Resources, University Budget Office, the Graduate Division (UHM), the Dean of the College of Natural Sciences, Hawaii Government Employees Association (HGEA) and the University of Hawaii Professional Assembly (UHPA). Revisions to the proposal were made in response to feedback received. Finally, the proposal was considered and approved by the Executive Committee of the UHM Faculty Senate and by the UHM Faculty Senate as-a-whole.

Thus, the proposal has been reviewed by many interested partiers and approvals have been secured at all of the necessary procedural steps attesting to the academic soundness of the proposal.

V. **Other Alternatives Considered**

In the formulation of this proposal, many alternative scenarios were discussed ranging from leaving the current structure in place to even more ambitious restructuring in which all of the
Basic science departments would be collapsed into a single Department of Biomedical Sciences. After significant intramural debate it was decided that the structure proposed in this document has struck a balance between preserving what was most valuable from our previous structure and moving to a structure that will work in the current fast paced environment of biomedical research. The balance struck may not please everyone, but it has strong support within the school and with external constituencies that have been consulted about the most appropriate ways in which JABSOM could contribute to community needs. It should be noted that although not all of JABSOM’s faculty are supportive of the proposed change, the reorganization was approved by 85% of the faculty in a vote on the proposal. The Mānoa Faculty Senate also overwhelmingly approved the reorganization proposed in a vote last fall. The future success of the school is at stake and JABSOM’s administration believes that steps must be taken to put in place an organizational structure that makes sense for the School’s goal to be a research-intensive medical school with quality educational programs.

In conclusion, JABSOM seeks to reorganize itself to set the stage for future development. It is only through fostering research and through enhancing clinical practice that JABSOM will generate significant resources so as to become more financially self-sufficient. It is also of critical importance that JABSOM use its existing resources to their fullest and most efficient extent possible. The reorganization proposal submitted for the Board’s consideration seeks to achieve these objectives. With the support of the University of Hawai‘i’s administration, we believe that JABSOM can become a first-rate academic medical school that the University and the state will be proud of. JABSOM asks for the Chancellor’s permission to set the stage for future success through the approval of this reorganization proposal.
CURRENT ORGANIZATION

CHARTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART IV

[Diagram of organizational chart]

DEPARTMENT OF BIOCHEMISTRY AND BIOPHYSICS

Chairman (Appointed from Instructional Positions)

Instructional Positions (5.00)
  Full-time:  #82182
  #82815
  #83689
  #84644
  #84851

Graduate Assistants:
  #88138 (.50)
  #88512 (.50)
  #88833 (.50)
  #88954 (.50)

General Funds 7.00
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART XV

Dean

DEPARTMENT OF ALLIED MEDICAL SCIENCES
DIVISION OF MEDICAL TECHNOLOGY

Chairman (Appointed from Instructional Positions)

Secretary II, SR14, #15257

Instructional Positions (3.25)
Full-time: #84340
#86735
#87251
Part-time: #85559 (.25)

General Funds 4.25
DEPARTMENT OF ALLIED MEDICAL SCIENCES
DIVISION OF SPEECH PATHOLOGY & AUDILOGY

Chairman (Appointed from Instructional Positions)

Secretary II, SR14, #1393

Instructional Positions (6.00)
Full-time:  #62457
#33596
#33869
#85304
#88199
#87133

Graduate Assistant:
#88361 (.50)

General Funds 7.50
CURRENT FUNCTIONAL STATEMENT
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 a Chairman with 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 operations. 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 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 within 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.

Office of Medical Education

Responsible for thecoordination 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.

Office of Public Health Studies

The Associate Dean's Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs and coordinates the department's programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.
Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Mānoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Services.

Public Health and Biomedical Information Center

The overall functional responsibility of the Public Health and Biomedical Information Center, formerly known as the JABSOM Library Resource Center (JLRC), is to help meet the informational needs of the educational, research, clinical and service programs of public health and medicine of the School of Medicine. This is accomplished by serving as an access and service (instructional) delivery point for medical/health information; instructing and training students, faculty, and alumni in the use of the latest technologies for the effective identification, retrieval and use of medical and health information; and by forming partnerships and linkages with the important resources of the Hawaii Medical Library, Inc. and the Hamilton Library, University of Hawai‘i at Mānoa.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Department of Anatomy, Physiology, and Reproductive Biology

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teachers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.
Department of Biochemistry and Biophysics

The basic program objective of the department is that of excellency in training. The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, postdoctorate and continuing education students. Besides the various A.B., B.S., Ph.D. and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Our faculty is on the forefront of investigative programs dealing with the care, treatment and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

Department of Medicine

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients.

Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

Department of Obstetrics, Gynecology and Women's Health

Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology and Women's Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students and residents in pathology.

Integration of instruction in pathology at community hospitals. The University's involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.
Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides post-medical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally, this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

**Department of Pharmacology**

Teaching efforts of the department are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students.

Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

**Department of Physiology**

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

**Department of Psychiatry**

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: the Queen's Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai and Lanai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

**Department of Surgery**

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopaedic residency program and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

**Department of Tropical Medicine, Medical Microbiology**

Work toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology and public health.
Division of Medical Technology

It is the goal of this program to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of the program are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master's level degree program for medical technologists.

Division of Speech Pathology and Audiology

Objectives of the program are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

Department of Family Practice and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological and social health.

Long range objectives are: to increase access to primary care in Hawai'i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties, to provide a realistic view of primary care medicine as a career.

Department of Native Hawaiian Health

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department will develop a comprehensive program that addresses the healthcare status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. This department will also house two (2) divisions related to Native Hawaiian health and welfare – the Native Hawaiian Center of Excellence and the Imi Ho'ola Program.

The Native Hawaiian Center of Excellence (NHOE) seeks to improve the healthcare status of the Hawaiian community through educational initiatives. This program will train academic faculty of Hawaiian descent, as well as develop a domestic violence prevention initiative and other programs designed to education Hawai'i and Hawaiians about the richness of their medical heritage.

The Imi Ho'ola Program (IH2) 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.
PROPOSED ORGANIZATION

CHARTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART IV.

PROPOSED

Dean

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY

Chairman (Appointed from Instructional Positions)

Admin & Fiscal Supp Sp, PBA, #80009

Instructional Positions (12.00)
Full-time: #82257
#82304
#83025
#83468
#83557
#83991
#84435
#84636
#84995
#85396
#85706
#85719

Graduate Assistants:
#86203 (.60)
#86942 (.50)

General Funds: 14.00

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
NOV 21 2003

Date
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART IX

PROPOSED

DEPARTMENT OF PSYCHIATRY

Chairman (Appointed from Instructional Positions)

Secretary II, SR14, #13893

Instructional Positions (7.40)
Full-time: #83564
#83750
#84257
#84390
#87235
Part-time: #82210 (.50)
#82344 (.50)
#83540 (.75)
#85035 (.25)
#85708 (.26)
#85788 (.05)
#88880 (.10)

Approved pursuant to
BOR action on 11/21/03:

Peter Enright
Chancellor

Date 1/24/04

General Funds 8.40
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART XII

PROPOSED

Dean

DEPARTMENT OF ALLIED MEDICAL SCIENCES

Chairman (Appointed from Instructional Positions)

Secretary II, SR14, #15287
Clerk Steno III, SR11, #20569

DIVISION OF MEDICAL TECHNOLOGY

Instructional Positions (3.25)
Full-time: #84340
#86730
#87251
Part-time: #86569 (.25)

DIVISION OF SPEECH PATHOLOGY & AUDIOLOGY

Instructional Positions (6.00)
Full-time: #82457
#83586
#83869
#85304
#86199
#87133
Graduate Assistant: #88381 (.50)

Approved pursuant to BOR action on 11/21/03:

[Signature]

1/20/04

Date

Peter Englert
Chancellor

General Funds 11.75
PROPOSED FUNCTIONAL STATEMENT
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.

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This major academic support program is directed by a Chairman with special responsibility for minority recruitment and counseling.

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- 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.

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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 operations. 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 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.

NOV 21 2003
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 within 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.

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.

Office of Public Health Studies

The Associate Dean's Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including in-house School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs and coordinates the department's programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

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Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Services.

Public Health and Biomedical Information Center

The overall functional responsibility of the Public Health and Biomedical Information Center, formerly known as the IABSOM Library Resource Center (JLRC), is to help meet the informational needs of the educational, research, clinical and service programs of public health and medicine of the School of Medicine. This is accomplished by serving as an access and service (instructional) delivery point for medical/health information; instructing and training students, faculty, and alumni in the use of the latest technologies for the effective identification, retrieval and use of medical and health information; and by forming partnerships and linkages with the important resources of the Hawaii Medical Library, Inc. and the Hamilton Library, University of Hawai‘i at Mānoa.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Department of Anatomy, Biochemistry, Physiology, and Reproductive Biology Chart III

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.

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The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, postdoctorate and continuing education students. Besides the various A.B., B.S., Ph.D. and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

Our faculty is on the forefront of investigative programs dealing with the care, treatment and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

Department of Medicine

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients. Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

Department of Obstetrics, Gynecology and Women’s Health

Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students and residents in pathology.

Integration of instruction in pathology at community hospitals. The University’s involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.
 Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.

Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides post-medical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

**Department of Psychiatry**

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: the Queen’s Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai and Lanai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

**Department of Surgery**

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopedic residency program and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

**Department of Tropical Medicine, Medical Microbiology and Pharmacology**

Work toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology and public health.

Teaching efforts in pharmacology are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students. Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.
Division of Medical Technology

It is the goal of this program to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of the program are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master's level degree program for medical technologists.

Division of Speech Pathology and Audiology

Objectives of the program are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

Department of Family Practice and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological and social health.

Long range objectives are: to increase access to primary care in Hawai‘i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; to provide a realistic view of primary care medicine as a career.

Department of Native Hawaiian Health

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department will develop a comprehensive program that addresses the healthcare status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. This department will also house two (2) divisions related to Native Hawaiian health and welfare – the Native Hawaiian Center of Excellence and the Imi Ho‘ola Program.

The Native Hawaiian Center of Excellence (NHCOE) seeks to improve the healthcare status of the Hawaiian community through educational initiatives. This program will train academic faculty of Hawaiian descent, as well as develop a domestic violence prevention initiative and other programs designed to education Hawai‘i and Hawaiians about the richness of their medical heritage.

The Imi Ho‘ola Program (IHP) 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.

NOV 21 2003
MEMORANDUM

TO: Vice Chancellor Rodney Sakaguchi

FROM: Glenn K. Nakamura
       Acting Director

SUBJECT: COPY OF APPROVED REORGANIZATIONS

Enclosed for your files are copies of three reorganizations approved by the Board of Regents. Two reorganizations involve the John A. Burns School of Medicine and the third reorganization establishes the Academy for Creative Media.

Attachment
Regent Nunokawa moved to approve the establishment of a center to be called the Academy for Creative Media, in the College of Arts and Sciences, University of Hawai‘i at Mānoa, subject to completion of the consultative process and with the understanding that implementation details shall comply with all applicable Board policies, as presented in Item A-1 of the Board of Regents’ agenda dated January 16, 2004. Regent Kakuda seconded the motion which was unanimously carried.

Creation of the Center for Genomics, Proteomics and Bioinformatics Research

Item A-2, “Creation of the Center for Genomics, Proteomics and Bioinformatics Research” was deferred at the request of Acting President McClain.

Establishment of the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, John A. Burns School of Medicine, University of Hawai‘i at Mānoa

Interim Vice Chancellor Kim requested that the Board approve the establishment of two clinical departments, the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, within the John A. Burns School of Medicine (JABSOM).

JABSOM is a community-based medical school and as the only accredited medical school in the central Pacific, it is committed to the goal of improving the health care standards for the citizens of Hawai‘i and the Pacific region. JABSOM also maintains an active role in supporting research and educational and service programs in the Pacific Islands and Okinawa. JABSOM is currently organized into five administrative units, three basic sciences departments, eight clinical departments, the Department of Allied Medical Sciences, and the Department of Public Health Sciences and Epidemiology.

The creation of a Department of Geriatric Medicine recognizes the strong pre-existing academic and research programs of the Geriatric Medicine Program within JABSOM that now reports to the dean’s office. The Geriatric Medicine Program was established in 1984 as a unit of the dean’s office, completely extramurally funded. In 1987, the Hawai‘i Legislature authorized funds for three faculty FTE, one staff FTE, and construction funds to complete lofted space at Kuakini Medical Center for the program’s use. Currently, the program has a nationally-known accredited post-residency Geriatric Medicine fellowship program. In addition to an active education program that serves fellows, residents in all of the clinical disciplines, and all medical students, the program is also very productive in biomedical research. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, Geriatric Medicine has secured a considerable amount of extramural funding averaging over $2 million a year.
The future of Geriatric Medicine is one of tremendous growth, well-integrated into the University's position of a globally-connected Hawaiian place of learning. The program is based on the cultural value of filial piety, of caring and respect for elders. The program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. The international collaborative research programs are well-established and growing and are tailored to the uniqueness of Hawai'i in location and in diversity of population. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Geriatric Medicine to the University can be predicted with great certainty.

The creation of a Department of Complementary and Alternative Medicine also officially recognizes the pre-existing academic and research programs of the Alternative Medicine Program within JABSOM. The Complementary and Alternative Medicine Program was established in 2001 as a program within the dean's office. The program has been admitted as a full member to the prestigious Academic Consortium for Integrative Medicine. It has an active education program that serves medical students, practicing physicians, and the community. The program is also very productive in biomedical research and education. Through the efforts of several program members, a number of whom are nationally recognized for their expertise in natural products, molecular biology and education for clinical research roles, the program has secured extramural funding averaging over $3 million a year. Use of complementary therapies in Hawai'i exceeds rates reported on the mainland. The presence of a locus of expertise and experience in complementary medicine and excellence in research in both traditional and complementary therapies are important components of the state's health care community.

It is estimated that 40% of American adults use some form of complementary and alternative therapies (CAT). In the United States, the number of visits to CAT providers increased by nearly 50% from 425 million visits in 1989 to 629 million visits in 1997. Indeed, 65% to 80% of the world's health care services are considered "alternative medicine" by the World Health Organization. The widespread use of CAT makes it imperative that rigorous scientific efforts be directed at determining the origin, mechanistic basis, and clinical efficacy to ensure appropriate translation into allopathic medical practice. JABSOM is committed to participation in efforts to address these issues.

The future of Complementary and Alternative Medicine is well-integrated into the University's position of a globally-connected Hawaiian place of learning. The program is based on cultural competence and caring and respect. The program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. Hawai'i's physicians must be educated to employ all resources available to improve the health of Hawai'i's people. The international collaborative research programs are well-established and are tailored to the uniqueness of Hawai'i in location and in diversity of population. The geographical position of Hawai'i makes the School well-positioned for leadership in this area. The community service provided
by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Complementary and Alternative Medicine is significant.

The establishment of the two proposed departments is consistent with many of the goals in the Mānoa strategic plan. These departments will further the research efforts of the campus including strengthening the ability to secure extramural funding for research in these areas. The academic and research efforts of the departments will focus on health care issues of particular interest to the community including health disparities among local ethnic groups. Further, the departments will support economic development in the state by training practitioners in the critical shortage area of geriatric medicine, providing a registry of licensed providers of alternative therapies, as well as positioning the School to take advantage of new federal research funding opportunities.

The reorganization proposal will result in the reassignment of existing faculty and staff positions from the dean’s office into the two new departments: 3.00 faculty FTE and 1.00 staff FTE will be transferred from the Dean’s Office into the Department of Geriatric Medicine; 3.00 faculty FTE and 1.00 staff FTE will be transferred into the Department of Complementary and Alternative Medicine.

The reorganization will allow JABSOM to use existing resources most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding. The reorganization will better position the School to take advantage of new federal research funding opportunities.

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization in July 2002. Both had indicated that they had no objections to the proposal. They were also consulted in October 2003; concerns raised are being addressed. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

Regent Tanaka moved to approve the proposed reorganization of the John A. Burns School of Medicine to establish the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine with the understanding that implementation details shall be subject to applicable Board policies as presented in Item A-3 of the Board of Regents’ agenda dated January 16, 2004. Regent Haynes seconded the motion which was unanimously carried.

Proposed Technical Corrections to the University of Hawai‘i - West O‘ahu Mission Statement

Chancellor Pearman requested that the Board approve proposed changes to the University of Hawai‘i - West O‘ahu mission statement to more accurately reflect the true nature of the institution.
Establishment of the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, John A. Burns School of Medicine, University of Hawai’i at Mānoa

It is requested that the Board approve the establishment of two clinical departments, the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, within the John A. Burns School of Medicine (JABSOM).

JABSOM is a community-based medical school, and as the only accredited medical school in the central Pacific, it is committed to the goal of improving the health care standards for the citizens of Hawai’i and the Pacific region. JABSOM also maintains an active role in supporting research and educational and service programs in the Pacific Islands and Okinawa. JABSOM is currently organized into five administrative units, three basic sciences departments, eight clinical departments, the Department of Allied Medical Sciences, and the Department of Public Health Sciences and Epidemiology.

The creation of a Department of Geriatric Medicine recognizes the strong preexisting academic and research programs of the Geriatric Medicine Program within JABSOM that now reports to the dean’s office. The Geriatric Medicine Program was established in 1984 as a unit of the dean’s office, completely extramurally funded. In 1987, the Hawai’i Legislature authorized funds for 3 faculty FTE, 1 staff FTE, and construction funds to complete lofted space at Kuakini Medical Center for the program’s use. Currently, the program has a nationally known, accredited post-residency Geriatric Medicine fellowship program. In addition to an active education program that serves fellows, residents in all of the clinical disciplines, and all medical students, the program is also very productive in biomedical research. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, Geriatric Medicine has secured a considerable amount of extramural funding averaging over $2 million a year.

The future of Geriatric Medicine is one of tremendous growth, well integrated into the University’s position of a globally-connected Hawaiian place of learning. The program is based on the cultural value of filial piety, of caring and respect for our elders. The program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. The international collaborative research programs are well established and growing and are tailored to the uniqueness of Hawai’i in location and in diversity of population. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Geriatric Medicine to the University can be predicted with great certainty.
support economic development in the state by training practitioners in the critical shortage area of geriatric medicine, providing a registry of licensed providers of alternative therapies, as well as positioning the School to take advantage of new federal research funding opportunities.

The reorganization proposal will result in the reassignment of existing faculty and staff positions from the dean’s office into the two new departments: 3.00 faculty FTE and 1.00 staff FTE will be transferred from the Dean’s Office into the Department of Geriatric Medicine; 3.00 faculty FTE and 1.00 staff FTE will be transferred into the Department of Complementary and Alternative Medicine. The reorganization will allow JABSOM to use existing resources most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding. The reorganization will better position the School to take advantage of new federal research funding opportunities.

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization in July 2002. Both had indicated that they had no objections to the proposal. They were also consulted in October 2003; concerns raised are being addressed. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

**Recommendation:** That the Board approve the proposed reorganization of the John A. Burns School of Medicine to establish the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine as reflected in the attached organizational charts with the understanding that implementation details shall be subject to applicable Board policies.
MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: Evan S. Dobelle
President

VIA: David McClain
Vice President for Academic Affairs

VIA: Sam Callejo
Chief of Staff

VIA: James R. W. Sloane
Vice President for Administration
and Chief Financial Officer

FROM: Peter Englert
Chancellor

SUBJECT: Proposed Reorganization of the John A. Burns School of Medicine—Establishment of the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, Mānoa Campus

December 1, 2003

SPECIFIC ACTION REQUESTED:

I request that the Board of Regents approve the proposal to establish two clinical departments, the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine, within the John A. Burns School of Medicine (JABSOM) on the Mānoa campus.

ADDITIONAL COST:

The proposed reorganization will not require any additional University resources.
Chairperson Patricia Y. Lee
December 1, 2003
Page 2

RECOMMENDED EFFECTIVE DATE:

Upon approval by the Board.

PURPOSE/NATURE OF THE PROPOSAL:

JABSOM is a community-based medical school, and as the only accredited medical school in the central Pacific, it is committed to the goal of improving the health care standards for the citizens of Hawai'i and the Pacific region. JABSOM also maintains an active role in supporting research and educational and service programs in the Pacific Islands and Okinawa. JABSOM is currently organized into five administrative units, three basic sciences departments, eight clinical departments, the Department of Allied Medical Sciences, and the Department of Public Health Sciences and Epidemiology.

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 499 students were enrolled in the Fall 2002 semester.

Department of Geriatric Medicine
The creation of a Department of Geriatric Medicine recognizes the strong preexisting academic and research programs of the Geriatric Medicine Program within JABSOM that now reports to the dean's office. The Geriatric Medicine Program was established in 1984 as a unit of the dean's office, completely extramurally funded. In 1987, the Hawai‘i Legislature authorized funds for 3 faculty FTE, 1 staff FTE, and construction funds to complete lofted space at Kuakini Medical Center for the Program's use. Currently, the program has a nationally known, accredited post-residency Geriatric Medicine fellowship program. In addition to an active education program that serves fellows, residents in all of the clinical disciplines, and all medical students, the program is also very productive in biomedical research. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, Geriatric Medicine has secured a considerable amount of extramural funding averaging over $2 million a year.

Hawai‘i is an aging state with the longest life expectancy in the nation. The presence of a locus of expertise and experience in the care of geriatric patients and excellence in research in both healthy aging and chronic disease are important components of the state's healthcare community. These factors justify the creation of a separate Department of Geriatric Medicine.

The future of Geriatric Medicine is one of tremendous growth, well integrated into the University's position of a globally-connected Hawaiian place of learning. The program is based on the cultural value of filial piety, of caring and respect for our elders.
program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. The international collaborative research programs are well established and growing and are tailored to the uniqueness of Hawai‘i in location and in diversity of population. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Geriatric Medicine to the University can be predicted with great certainty.

**Department of Complementary and Alternative Medicine**

The creation of a Department of Complementary and Alternative Medicine also officially recognizes the preexisting academic and research programs of the Alternative Medicine Program within JABSOM. The Complementary and Alternative Medicine Program was established in 2001 as a program within the dean’s office. The Program has been admitted as a full member to the prestigious Academic Consortium for Integrative Medicine. It has an active education program that serves medical students, practicing physicians and the community. The program is also very productive in biomedical research and education. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, in natural products, molecular biology and education for clinical research roles, the Program has secured extramural funding averaging over $3 million a year. Use of complementary therapies in Hawai‘i exceeds rates reported on the mainland. The presence of a locus of expertise and experience in complementary medicine and excellence in research in both traditional and complementary therapies are important components of the state’s healthcare community.

Hawai‘i’s ethnically diverse population uses alternative medical therapy often and in many different forms. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as is recognized by the recent creation of a separate institute on complementary and alternative medicine at the National Institutes of Health. These factors justify the creation of a separate Department of Complementary and Alternative Medicine.

It is estimated that 40% of American adults use some form of complementary and alternative therapies (CAT). In the United States, the number of visits to CAT providers increased by nearly 50% from 425 million visits in 1,009 to 629 million visits in 1997. Indeed, 65 to 80% of the world’s health care services are considered “alternative medicine” by the World Health Organization. The widespread use of CAT makes it imperative that rigorous scientific efforts be directed at determining the origin,
mechanistic basis, and clinical efficacy to ensure appropriate translation into allopathic medical practice. JABSOM is committed to participation in efforts to address these issues.

The future of Complementary and Alternative Medicine is well integrated into the University's position of a globally-connected Hawaiian place of learning. The program is based on cultural competence and caring and respect. The program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. Hawai‘i’s physicians must be educated to employ all resources available to improve the health of Hawai‘i’s people. The international collaborative research programs are well established and are tailored to the uniqueness of Hawai‘i in location and in diversity of population. Our geographical position makes us well positioned for leadership in this area. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Complementary and Alternative Medicine is significant.

The establishment of the two departments is consistent with many of the goals in the Mānoa strategic plan. These departments will further the research efforts of the campus, including strengthening our ability to secure extramural funding for research in these areas. The academic and research efforts of the departments will focus on healthcare issues of particular interest to the community including health disparities among local ethnic groups. Further, the departments will support economic development in the state by training practitioners in the critical shortage area of geriatric medicine, providing a registry of licensed providers of alternative therapies, as well as positioning the School to take advantage of new federal research funding opportunities which will bring additional funds into the State.

IMPACT ON STAFFING AND RESOURCES:

The reorganization proposal will result in the reassignment of existing faculty and staff positions from the dean’s office into the two new departments: 3.00 faculty FTE and 1.00 staff FTE will be transferred from the Dean’s Office into the Department of Geriatric Medicine; 3.00 faculty FTE and 1.00 staff FTE will be transferred into the Department of Complementary and Alternative Medicine.

The reorganization will allow JABSOM to use existing resources most effectively by concentrating efforts in areas where the School can be successful in competing for extramural funding. The reorganization will better position the School to take advantage of new federal research funding opportunities.
CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES AND THE MĀNOA FACULTY SENATE:

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization in July 2002. Both had indicated that they had no objections to the proposal. They were also consulted in October 2003; concerns raised are being addressed. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

ACTION RECOMMENDED:

I recommend that the Board of Regents approve the establishment of two new clinical departments in the John A. Burns School of Medicine on the Mānoa campus – the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine – to be effective upon Board approval.

MY:am

Attachment

c: Secretary of the Board Iha
President Dobelle
Vice President McClain
Vice President Sloane
Chief of Staff Callejo
Interim Vice Chancellor Kim
Dean Cadman
PROPOSAL TO CREATE THE
DEPARTMENTS OF GERIATRIC MEDICINE AND
COMPLEMENTARY AND ALTERNATIVE MEDICINE
JOHN A. BURNS SCHOOL OF MEDICINE

EXECUTIVE SUMMARY

JABSOM seeks permission to effect an internal reorganization that would create the Department of Geriatric Medicine and the Department of Complementary and Alternative Medicine.

JABSOM has five administrative units and 13 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 Office of the Dean contains several academic/research units (Geriatrics, Office of Medical Education, Ecology and Health).

There are three (3) basic science departments (Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology and Pharmacology) and eight clinical science departments (Family Practice and Community Medicine; Native Hawaiian Health; Obstetrics, Gynecology and Women's Health; Internal Medicine; Pathology; Pediatrics; Psychiatry; and Surgery). The two additional departments are: (1) Allied Medical Sciences consisting of the Divisions of Medical Technology and Speech Pathology and Audiology and (2) Public Health Sciences and Epidemiology.

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

The creation of the Departments of Geriatric Medicine and Complementary and Alternative Medicine represents a unique opportunity for research, education and service in the context of the state’s location and cultural diversity.

The creation of the Department of Geriatric Medicine officially recognizes the strong preexisting academic and research programs of the Geriatric Medicine program within JABSOM, now reporting to the Dean’s Office. In addition to an active educational program that serves fellows, internal medicine residents and medical students, the program is also very productive in biomedical research. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, Geriatric Medicine has secured extramural funding amounting to $2 million a year. Given the fact that Hawaii is an aging State with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of geriatric patients and in research on geriatric diseases is an important component of the State’s healthcare community.
PROPOSAL TO CREATE THE
DEPARTMENTS OF
GERIATRIC MEDICINE
AND
COMPLEMENTARY AND ALTERNATIVE MEDICINE
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 13 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 Office of the Dean contains several academic/research units (Geriatrics, Office of Medical Education, Ecology and Health).

There are three basic science departments:

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

The basic science departments were formerly organized in a traditional discipline-oriented format, but in a reorganization submitted for approval by the Board of Regents in November
2003, the six departments were consolidated into three larger, interdisciplinary units. They are staffed primarily by PhD faculty who pursue research and engage in several types of teaching. This includes an 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 eight clinical departments are:

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

The clinical departments are staffed 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 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 Clinical, Education and Research Associates (UCERA), the JABSOM faculty practice plan. 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

JABSOM proposes a restructuring to add two new clinical departments in Geriatric Medicine and Complementary and Alternative Medicine.

A. NEW DEPARTMENTS

Two new clinical departments are proposed. These new units represent unique opportunities for research, education and service in the context of the state’s location and cultural diversity.

Clinical Departments: The eight existing clinical departments, key contributors to our medical school curriculum and post graduate residency training programs, will remain unaffected by the reorganization plan.

However, based on an explicit recognition of our unique geographic location and our ethnic and cultural diversity, there are important areas of research and education, which are of particular importance to Hawai‘i and the Pacific Basin that should be recognized by the creation of several new departments. These include the Departments of Geriatric Medicine and Complementary and Alternative Medicine (CAM).

1. Geriatric Medicine: The creation of a Department of Geriatric Medicine officially recognizes the strong preexisting academic and research programs of the Geriatric Medicine Program within JABSOM, now reporting to the Dean’s Office. This unit already has a complement of 54 full and part-time faculty members, including 28 core faculty and 26 associate faculty. There are a total of three FTE G-funded faculty positions. It has a nationally known, accredited post-residency Geriatric Medicine fellowship program. In addition to an active education program that serves fellows, residents in all of the clinical disciplines, and all medical students, the program is also very productive in biomedical research. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, Geriatric Medicine has secured a considerable amount of extramural funding averaging over $2 million a year. Hawaii is an aging state with the longest life expectancy in the nation. The presence of a locus of expertise and experience in the care of geriatric patients and excellence in research in both healthy aging and chronic disease are important components of the state’s healthcare community. These factors justify the creation of a separate Department of Geriatric Medicine.
The JABSOM Geriatric Medicine Program was established in 1984 as a unit of the dean’s office, completely extramurally funded. The program now includes 28 core faculty, 26 associate faculty, and 8 staff members. The program has an unbroken 19 year track record of significant extramural funding, averaging a return of over $10.00 in extramural funds for every $1.00 in G-funds.

The Board of Regents is requested to raise the medical school’s dean’s office Geriatric Medicine Program to department status. No new funds are requested.

Relationship of Geriatric Medicine to the University of Hawai‘i Mānoa 2002-2010 Strategic Plan:

Research: The strategic imperatives including recruiting, rewarding, and supporting outstanding faculty, staff and students committed to research and graduate education, setting high standards, engaging undergraduates in research and creative scholarship, encouraging research that benefits and involves the local community, and supporting research initiatives where Mānoa is uniquely positioned to excel.

The Geriatric Medicine Program has a track record of excellence in research and is expanding its research endeavors. The human suffering and expense related to the chronic diseases of aging motivate the faculty to expand their research efforts in this field. The faculty have already reported findings that are significant both nationally and internationally. Because the major thrust of the research efforts are in population based studies, Hawaii’s long life expectancy and diverse population provide the unique opportunity of a population laboratory and strategic advantage. Examples of this research are in the areas of prevention of the chronic diseases of aging, and in the genetics of both healthy aging and disease. Establishing a department underscores the University’s commitment to this discipline’s national leadership in the field, while providing organizational stability and structure for the faculty.

Educational Effectiveness: The strategic imperatives include delivering a modern, flexible, diverse and multicultural curriculum, interdisciplinary learning communities, expanding support for graduate students, increasing faculty involvement in advising and mentoring students.

The Geriatric Medicine Program is a John A. Hartford Foundation national center of excellence in Geriatric Medicine, a field that is interdisciplinary by nature. As evidenced by its associate faculty from numerous disciplines, much of the instruction is provided in an interdisciplinary fashion. Geriatric Medicine faculty also teach all of the other health disciplines at Mānoa. The clinical teaching is done in an interdisciplinary format, one of the ways in which Geriatric Medicine is distinctly different from other medical fields. The establishment of the Geriatric Medicine Program provided the first available education and training in the field in Hawaii. Prior to this, health professionals who wished to train in geriatrics needed to go to the mainland for training. Having geriatrics professionals at UH has greatly helped in advising and mentoring students interested in this field.
strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. Trainees help to fill needs in this critical shortage field, and provide job opportunities for others as they build new programs in geriatric care. The international collaborative research programs are well established and growing, are tailored to the uniqueness of Hawaii in location and in diversity of population. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Geriatric Medicine to the University can be predicted with great certainty.

Relationship of Geriatric Medicine to the University of Hawai‘i System 2002-2010 Strategic Plan:

The relationship of Geriatric Medicine to the UH System Strategic Plan builds upon its relationship to the UH Mānoa Strategic Plan, expanded to include the development of geriatric training opportunities for health professions students from the community colleges. The involvement of the Geriatric Medicine Program in numerous community hospitals and nursing facilities expands opportunities and strengthens the quality of training. Geriatrics is an interdisciplinary field where the contributions of various disciplines are needed to provide the best care. Geriatric Medicine provides the physician component of these service and training programs, enriches the experiences for students in all of the health professions, as it itself is strengthened by their knowledge and skills. The need for health professionals trained in geriatrics is very great now and is poised for explosive growth in the future.

2. Complementary and Alternative Medicine: The creation of a Department of Complementary and Alternative Medicine officially recognizes the preexisting academic and research programs of the Alternative Medicine Program within JABSOM, now reporting to the Dean’s Office. This unit already has a complement of 12 full and part-time faculty members, including two FTE G-funded tenured faculty. The Program has been admitted as a full member to the prestigious Academic Consortium for Integrative Medicine. The program has an active education program that serves medical students, practicing physicians and the community. The program is also very productive in biomedical research and education. Through the efforts of several program members, a number of whom are nationally recognized for their expertise, in natural products, molecular biology and education for clinical research roles, the Department has secured a considerable amount of extramural funding averaging over $3 million a year. According to data we have recently collected via the Hawaii Household Survey, use of Complementary therapies in Hawaii exceeds rates reported on the continent. The presence of a locus of expertise and experience in complementary medicine and excellence in research in both traditional and complementary therapies are important components of the state’s healthcare community. Hawaii’s ethnically diverse population uses alternative medical therapy often and in many different forms. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries and have
given solace and comfort to millions through the ages. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as is recognized by the recent creation of a separate institute on complementary and alternative medicine at the National Institutes of Health. These factors justify the creation of a separate Department of Complementary and Alternative Medicine.

The JABSOM Complementary and Alternative Medicine Program was established in 2001 as a unit of the dean’s office. Since that time the program has added only 1 G-funded faculty FTE and 1 staff FTE, and has raised significant extramural funds through research and education grants. The program now includes 12 core faculty. The program has established a record of significant extramural funding, averaging a return of over $10.00 in extramural funds for every $1.00 in G-funds.

The Board of Regents is requested to raise the medical school’s dean’s office Complementary and Alternative Medicine Program to department status. No new funds are requested.

Relationship of Complementary and Alternative Medicine to the University of Hawai'i Mānoa 2002-2010 Strategic Plan:

Research: The strategic imperatives including recruiting, rewarding, and supporting outstanding faculty, staff and students committed to research and graduate education, setting high standards, engaging undergraduates in research and creative scholarship, encouraging research that benefits and involves the local community, and supporting research initiatives where Mānoa is uniquely positioned to excel.

The Complementary and Alternative Medicine Program has established excellent programs of research and is expanding its research endeavors. The human suffering and expense related to the comodification and potential dangers associated with the use of complementary therapies motivate the faculty to expand their research efforts in this field. The faculty have already reported findings that are significant both nationally and internationally. Examples of this research are in the areas of molecular biological libraries of extracts (water and alcohol) of native Hawaiian plants (i.e., noni) and the use of complementary therapies to reduce skin related health disparities associated with selected chronic illnesses (diabetes, autoimmune disease and chronic sun exposure) in Polynesian populations underscores the University’s commitment to this discipline’s national leadership in the field, while providing organizational stability and structure for the faculty.

Educational Effectiveness: The strategic imperatives include delivering a modern, flexible, diverse and multicultural curriculum, interdisciplinary learning
communities, expanding support for graduate students, increasing faculty involvement in advising and mentoring students.

The Complementary and Alternative Medicine Program is an elected member of the prestigious Academic Consortium for Integrative Medicine, a field that is interdisciplinary by nature. As evidenced by its associate faculty from numerous disciplines, much of the instruction is provided in an interdisciplinary fashion. Faculty from the Program also teach other health and corollary disciplines (i.e., Chinese Studies) at Mānoa. The Program has contributed to the integration of complementary medicine concepts into the Problem Based Learning Cases used within the MD program. We have also been funded by the NIH to deliver a MS curriculum to prepare post-doctoral candidates for roles in clinical research, the first available education and training in the field in Hawaii. Prior to this, health professionals who wished to train in clinical research had to leave the state. This is a multidisciplinary training program.

Social Justice: The strategic imperatives include recognizing our kuleana, responsibility to the indigenous people, and promoting social justice for Native Hawaiians, being an international center of learning and exchange, instilling respect for human diversity and gender equity, and actively recruiting and retaining administrators, faculty, staff and students from diverse backgrounds.

The Complementary Medicine Program has the ability to contribute to social justice. While the life expectancy in Hawaii is the longest in the nation, that of Native Hawaiians is one of the shortest. We have focused our efforts and received funding to address community concerns related to health disparities (oral health and obesity) in the Native Hawaiian and Chinese populations using culturally competent strategies, including the use of Native Healers. The program serves to increase awareness of cultural competence in both research and service and inclusion of alternative systems of care into a holistic caring paradigm. The program's areas of research excellence include multiethnic studies designed to lessen the factors influencing health disparities among diverse groups. The research and education programs include collaborative research and education programs with the Center for Chinese Studies, Community Organizations, China, Korea and Japan. The faculty is diverse and represents a number of disciplines and different ethnic and cultural backgrounds. We have contributed to ethnographic investigations that are defining the role and practices of Native Hawaiian Healers, by supporting Native Hawaiian investigators.

Economic Development: The strategic plan calls for education of a highly skilled, flexible, world-class labor force, integration of Hawaii into the global economy, expanding the funded research enterprise, strengthening public and private partnerships, creating employment opportunities for students, partnering with the Dept. of Education, and managing funds efficiently and effectively.

The Complementary and Alternative Medicine Program has provided the first registry of licensed providers of alternative therapies. We have delivered
numerous lectures to both the lay as well as professional communities both in Hawaii and Japan regarding the definition of Complementary and Alternative Medicine. We have supported numerous workshops and conferences that have brought both national and international audiences to the State. Many of the research efforts include international collaborations for comparisons among Hawaii’s Asian populations and those of the native countries for their use of complementary and alternative systems of care. Partnerships have been developed between the Complementary and Alternative Medicine Program, and Hawaii’s hospitals and community health centers is growing.

**The Future of Complementary Medicine:** It is estimated that 40% of American adults use some form of complementary and alternative therapies (CAM) [Eisenberg, 1997; Astin et al., 2000]. In the United States, the number of visits to CAM providers increased by nearly 50% from 425 million visits in 1009 to 629 million visits in 1997. Indeed, 65 to 80% of the world’s health care services are considered “alternative medicine” by the World Health Organization (Kessler, et. al., 2001; Jonas, 1998). In the U.S., as well as other countries, women are more likely to top the endorsement of the use of CAM therapies as compared to men. The widespread use of CAM therapies makes it imperative that rigorous scientific efforts be directed at determining the origin, mechanistic basis, and clinical efficacy to ensure appropriate translation into allopathic medical practice. The John A. Burns School of Medicine is committed to participation in efforts to address these issues.

Several reasons have been proposed for the increased use of CAM in the U.S. These include dissatisfaction with what is proposed to be technologically-focused therapies, increased sense of individual responsibility for health, and greater patient desire for involvement in treatment decisions (Archer, 1999). At the same time there is a growing trend for third party payers to provide coverage for CAM therapies and an aging American public with chronic health problems (e.g., diabetes) that are only partially managed by traditional allopathic therapies. The ethnic population of Hawaii suggests CAM use is increased within the state compared to the continent (Harrigan, 2003 personal communication).

The future of Complementary and Alternative Medicine is well integrated into the University’s position of a globally-connected Hawaiian place of learning. The program is based on cultural competence and caring and respect. The program is strategically positioned as a national leader in a field that is due for exponential growth for the foreseeable future. Hawaii’s physicians must be educated to employ all resources available to improve the health of Hawaii’s people. The international collaborative research programs are well established and growing, are tailored to the uniqueness of Hawaii in location and in diversity of population. Our geographical position makes us well positioned for leadership in this area. The community service provided by the faculty and trainees is greatly needed and appreciated, reflecting well upon the University. The future value of Complementary and Alternative Medicine is significant.
Relationship of Complementary and Alternative Medicine to the University of Hawai‘i System 2002-2010 Strategic Plan:

The relationship of Complementary and Alternative Medicine to the UH System Strategic Plan builds upon its relationship to the UH Mānoa Strategic Plan, expanded to include the development of complementary and alternative medicine training and research opportunities for health professions students from the community colleges. We have already begun to walk this path. We are involved with community based health centers, hospitals and other educational programs. Complementary and Alternative Medicine is an interdisciplinary field where the contributions of various disciplines are needed to provide the best care. The need for health professionals educated in the judicious, efficacious and cost effective use of complementary and alternative care practices is critical. Complementary and alternative care practices are an explosive international industry and there is little data-based literature related to the use of these practices. We have the expertise here in Hawaii to address these issues. Given Hawai‘i’s unique environment and population, JABSOM can become a world leader in the scientific investigation of alternative therapies, providing insights into the potential application and pitfalls of these techniques. Hawai‘i is thus an ideal location for the development of a Department of Complementary and Alternative Medicine.

B. Details of the Proposed Reorganization

1. REASSIGNMENT OF EXISTING POSITIONS AND FUNCTIONS

Positions will be reassigned from the Dean’s Office as follows:

a) Department of Geriatric Medicine
   i) Position of Secretary II (#41474) currently in the Dean’s Office will be reassigned to the newly formed Department of Geriatric Medicine.
   ii) Faculty positions 87136, 85665, 85787, 88694, 88695 and 88791 currently in the Dean’s Office will be reassigned to the newly formed Department of Geriatric Medicine.

b) Department of Complementary & Alternative Medicine
   i) Position of Secretary II (#23961) currently in the Dean’s Office will be reassigned to the newly formed Department of Complementary and Alternative Medicine.
   ii) Faculty positions 82978, 83176 and 83651 currently in the Dean’s Office will be reassigned to the newly formed Department of Complementary and Alternative Medicine.

2. NEW POSITIONS, FUNCTIONS AND PROGRAMS

No new state monies are requested to fund the reorganization.
3. POSITION VARIANCES AND REPLACEMENT FOR RECLASSIFIED POSITION
None

4. IMPACT OF PROPOSED CHANGES ON OTHER UNITS AND ACTIVITIES
The creation of two new clinical departments will impact faculty distribution and faculty governance by the School of Medicine's Bylaws. All of the new departments will have the right to be represented in our Faculty Senate and on the School's governing, policy and administration committees.

The reorganization proposed would not impact JABSOM's relationships with the community hospitals and physicians. Impact on other units on the Mānoa campus should be positive as a more powerful research capability located in the School of Medicine will present opportunities for interdisciplinary collaboration with faculty in other research intensive units of the campus such as PBRC, Cancer Research Center of Hawaii, SOEST, College of Natural Sciences and College of Tropical Agriculture. Active collaborations with the School of Nursing and School of Social Work are also in planning stages. Outside of the University the School of Medicine has ongoing plans to collaborate with the Department of Health and with the Hawaii Health Systems Corporation (HHSC) in research and clinical program development.

The reorganization proposal will positively impact medical and graduate students. For medical students, the enhanced scientific expertise of the faculty will present new research opportunities. For graduate students, it will create new opportunities to work in scientific laboratories and open up new potential for scientific collaboration across the campus.

5. POSITIONS TO BE RECLASSIFIED OR REDESCRIBED
Redescription and/or reclassification of positions to be completed as appropriate.

6. REQUIRED FACILITIES IN SUPPORT OF THIS PROPOSAL
The new biomedical campus planned for Kaka'ako and the renovations in progress and in planning on the 4th, 5th and 6th floors of the Biomedical tower will support the implementation of this plan. This new research space will be required to recruit and retain the excellent academic faculty contemplated by this reorganization.

7. ADDITIONAL FUNDS REQUIRED BY THIS REORGANIZATION
JABSOM is requesting no new funding for this reorganization.

III. REASONS FOR PROPOSING THE REORGANIZATION
A. Basis in Law or Policy Supporting the Reorganization
The reorganization proposed will increase efficiency thus leading to a better use of existing resources. Since JABSOM also aims to improve the potential to compete successfully for extramural research funds through this reorganization, the School will increase the leveraging power of the state general funds already allocated. We believe this reorganization proposal is consistent with the University of Hawai‘i strategic plan in that it aims to improve educational opportunities and outcomes without an increase in cost.
B. Reasons for Proposing the Reorganization

It is the School of Medicine’s intention to become a research-intensive medical school that is capable of competing successfully for extramural funding. A strong and vibrant medical school can add to the reputation and to the budget of the University by generating significant extramural research funding. At medical schools across the nation, this is the rule rather than the exception. Hawai‘i has great potential to become a research powerhouse given its geographic location at the crossroads of the Pacific, a meeting place for East and West, the talent of existing faculty in JABSOM and the cultural and genetic diversity of Hawaiʻi’s unique population. In addition, as a “minority state” JABSOM qualifies for a special pool of federal biomedical research funds which can be tapped to improve the research infrastructure of the school leading to additional opportunities for successful grantsmanship. A number of major, multi million dollar grants of this type have already been secured. In addition to the benefits accruing to the medical school and the University from JABSOM’s enhanced research capability, the State of Hawai‘i will profit as well. JABSOM can be a major research engine for the state and can help to diversify the state’s economy by stimulating the biotechnology industry.

Besides the potential to create jobs and increase tax revenues, reorganization will allow the school to leverage its existing resources into the creation of additional resources both in the area of research grants and clinical income. In this way, the JABSOM can decrease its reliance on hard money state support and become more financially self-sufficient.

The new departments proposed will position the School of Medicine to take advantage of new federal research funding opportunities in areas such as complementary and alternative medicine and geriatrics.

C. How Reorganization Will Address Existing Problems

Creation of new Departments in Geriatrics and Complementary and Alternative Medicine addresses issues of significant community interest. This is part of JABSOM’s commitment to contribute to improving the healthcare status of Hawai‘i’s communities. Coincidentally, these initiatives also are potentially very fundable via federal dollars. This will create additional opportunities for the School of Medicine to garner extramural research funds that would not otherwise come to the school, university or the state. Thus, the proposal is doubly beneficial.

D. Expected Benefits

Expected benefits of this proposal are many. Perhaps the primary one is the potential to improve diversification of the sources of financial support for the School of Medicine. If JABSOM can decrease dependence on state funds by augmenting other revenue streams, the School can move towards financial self-sufficiency. This will be accomplished both through the garnering of more extramural research awards and through the provision of patient care services by contract and in partnership with our affiliated hospitals. Both of these revenue streams can be considerable and are at most medical schools across the country. When the School of Medicine realizes its full potential in this respect, the budget of the school most likely will double. The intrinsic benefits of an enhanced research capability are many. It will be easier to recruit top class academicians to the medical school once there is critical mass of scientists working in state of the art facilities.
Second, research done by School of Medicine faculty can address significant healthcare issues of our state and region, thus contributing to improving the overall standard of health of citizens of Hawai‘i and the Pacific.

Third, enhanced research capability will provide research opportunities for medical students, residents and graduate students.

Fourth, the enhanced stream of research grants will generate economic benefits to the state, opening up potential partnerships with biotechnology and pharmaceutical companies, creating new jobs and adding to Hawai‘i’s tax base.

Fifth, enhanced research capability will provide new opportunities for collaboration with other units in the University system that can create synergistic relationships leading to further success.

The creation of the Departments of Geriatric Medicine and Complementary and Alternative Medicine will allow us to tap into new pools of federal research funds that have not previously been accessed by the School of Medicine and the University. Research and education in these areas also will have a positive impact on JABSOM’s contribution to the community both through the training of health professionals and through the investigation of healthcare questions of importance to local communities.

E. **Qualitative and Quantitative Data in Support of Reorganization**

Attached as an appendix to this proposal is an organizational chart showing structural changes addressed in the proposal.

F. **Consultation with Other Units**

In the process of developing and seeking approval for this proposal, JABSOM engaged in an extensive series of consultations with a variety of interested parties. Within JABSOM, the following groups debated and approved the proposal: the JABSOM Executive Committee, the JABSOM Faculty Senate, JABSOM basic science chairs, JABSOM basic science faculty and the JABSOM faculty. External to JABSOM consultation was sought from the following entities: Office of the Chancellor of the University of Hawai‘i at Mānoa (UHM), Office of the Vice Chancellor for Academic Affairs (UHM), University Office of Human Resources, University Budget Office, the Graduate Division (UHM), the Dean of the College of Natural Sciences, Hawaii Government Employees Association (HGEA) and the University of Hawai‘i Professional Assembly (UHPA). Revisions to the proposal were made in response to feedback received. Finally, the proposal was considered and approved by the Executive Committee of the UHM Faculty Senate and by the UHM Faculty Senate as-a-whole.

Thus, the proposal has been reviewed by many interested parties and approvals have been secured at all of the necessary procedural steps attesting to the academic soundness of the proposal.

IV. **Other Alternatives Considered**

In the formulation of this proposal, alternative scenarios were discussed. After significant intramural debate it was decided that creation of new departments gives academic credibility to the disciplines of geriatric medicine and CAM that would not be possible in other potential
approaches. The departmental model establishes the seriousness of JABSOM’s intent to create academic programs in these areas and the sense of permanence conveys JABSOM’s commitment for the long term. There are other disciplines in the clinical area, which could have warranted consideration for departmental status including orthopedics, neurobiology, and ecology and health. Again, the approach taken seeks to balance the potential for the development of a strong academic program that could contribute to JABSOM’s mission of improving the healthcare status of Hawai‘i against the limited pool of resources we have available. The balance struck may not please everyone, but it has strong support within the school and with external constituencies that have been consulted about the most appropriate ways in which JABSOM could contribute to community needs. It should be noted that although not all of JABSOM’s faculty are supportive of the proposed change, the reorganization was approved by 85% of the faculty in a vote on the proposal. The future success of the school is at stake and JABSOM’s administration believes that steps must be taken to put in place an organizational structure that makes sense for the School’s goal to be a research-intensive medical school with quality educational programs.

In conclusion, JABSOM seeks to reorganize itself to set the stage for future development. It is only through fostering research and through enhancing clinical practice that JABSOM will generate significant resources so as to become more financially self-sufficient. It is also of critical importance that JABSOM use its existing resources to their fullest and most efficient extent possible. The reorganization proposal submitted for the Board’s consideration seeks to achieve these objectives. With the support of the University of Hawai‘i’s administration, we believe that JABSOM can become a first-rate academic medical school that the University and the state will be proud of.

11/17/03
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART XVI

PROPOSED

DEPARTMENT OF GERIATRIC MEDICINE

Chair (Appointed from Instructional Positions)

Secretary II, SR14, #41474

Instructional Positions (3.00)
Full-Time: #37136
Part-Time: #85665 (.10)
#85787 (.50)
#85694 (.50)
#86695 (.40)
#88731 (.50)

General Funds 4.00

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
JAN 16 2004

Date
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
SCHOOL OF MEDICINE
INSTRUCTIONAL PROGRAMS

POSITION ORGANIZATION CHART
CHART XV

PROPOSED

Dean

DEPARTMENT OF COMPLEMENTARY AND
ALTERNATIVE MEDICINE

Chair (Appointed from Instructional Positions)

Secretary II, SR14, #23961

Instructional Positions (3.00)
Full-Time:  #82978
            #83178
            #83651

General Funds 4.00

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
JAN 16 2004

Date
MEMORANDUM

TO: Vice Chancellor Rodney Sakaguchi
FROM: Glenn K. Nakamura
     Acting Director

SUBJECT: STAMPED COPY OF APPROVED REORGANIZATION FOR THE
         SCHOOL OF MEDICINE, DEPARTMENT OF NATIVE HAWAIIAN
         HEALTH

Enclosed for your files is a stamped copy of the reorganization that
establishes the Department of Native Hawaiian Health in the John A. Burns School of
Medicine. The Board of Regents approved this reorganization on October 17, 2003.

Attachment

c: Interim Director Sharen Tokura (w/attachment)
Establishment of the Department of Native Hawaiian Health, John A. Burns School of Medicine

It is requested that the Board approve the establishment of the Department of Native Hawaiian Health in the John A. Burns School of Medicine, UH-Mānoa.

The John A. Burns School of Medicine (JABSOM) is the only accredited medical school in the central Pacific and is committed to its goal of improving health care standards for the citizens of Hawai‘i and the Pacific region. JABSOM also maintains an active role in supporting research, and educational and service programs in the Pacific Islands and Okinawa. The School is currently organized into five administrative units, six basic sciences departments, seven clinical departments, a department of Allied Medical Sciences, and a department of Public Health Sciences and Epidemiology.

Based on an explicit recognition of Hawai‘i’s unique geographical location and ethnic and cultural diversity, the creation of a new clinical Department of Native Hawaiian Health is proposed. The proposal is consistent with the goals of the recently adopted Mānoa Strategic Plan. By virtue of its interest, location, and expertise, JABSOM is ideally situated to become the world’s foremost authority in the investigation of the health care status of Native Hawaiians. A growing recognition at the federal level that a serious health care problem exists in the United States relative to the disparity in health care status of minority groups has led to specific legislation providing new federal agencies and extensive new federal funding designed to investigate and ameliorate the problem of disparities in health care status. A number of Hawai‘i’s population groups, notably Native Hawaiians, are known to suffer disproportionately from many diseases and conditions. In addition to issues of disparate health care status, Hawai‘i has a unique cultural heritage and tradition of healing practices.

As the only homeland for Native Hawaiians, Hawai‘i’s medical school can make a significant contribution to the state by helping to answer, through hypothesis driven research, the many questions raised by the poor health care status of the Native Hawaiian community and many of Hawai‘i’s other ethnic groups. JABSOM can also help to educate the community and its health care providers about the factors influencing the health of Native Hawaiians. If JABSOM does not embrace this challenge, no other medical school will and the health care status of Hawaiians will not improve.

The mission of the new department would be to establish an academic center of excellence aimed at optimal health and wellness for all Native Hawaiian people through research, education, and quality health care service. To achieve this mission, the program in Native Hawaiian Health has already enlisted the involvement and support of several stakeholders, both internal and external to the JABSOM and the University. The Queen’s Health Systems has been a key supporter of this effort, providing $5 million dollars over the next five years.

Other existing programs in JABSOM will be organized under the new department. These highly successful programs include the Imi Ho‘ola Program, which has provided opportunities for disadvantaged students, many of them Native Hawaiians, to pursue careers in medicine for over 30 years. The new department would also include the Native Hawaiian Center of Excellence, a federally-funded program that seeks to improve the health care status of the Hawaiian community through educational initiatives. Both the Imi Ho‘ola Program and the Native Hawaiian Center of Excellence are currently located in the Dean’s Office.

10/17/03
The creation of the new Department of Native Hawaiian Health is the first phase of a larger reorganization that is being planned for the School. As the other plans are finalized, those proposals will be submitted to the Board of Regents for approval. The creation of this new department is proposed at this time to allow the School to fully contribute to improving the health care status of Native Hawaiians and to capitalize on funding opportunities as soon as possible.

The reorganization proposal will result in the reassignment of four existing positions within the School to the newly-created department. Three instructional positions will be reassigned from the Dean's Office and an existing Account Clerk will be reassigned from the Office of Fiscal and Administrative Affairs. The dean notes that the FTE and resources to support these positions have been committed and are available. Therefore, this reorganization will not require any additional University resources.

The creation of this new department will result in increasing resources and providing new positions for the JABSOM and the University. A notable example is the recent commitment from the Queen's Health Systems to provide up to a $1 million a year for five years to support efforts in the area of health care for Native Hawaiians, noted above. In addition, the newly-created Myron "Pinky" Thompson Endowed Chair of Research, which was approved by the Board of Regents on June 20, 2003, will be located in the proposed department. The endowed chair is funded by a three-year grant from the National Institutes of Health.

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization. Both have indicated that they have no objections to the proposal.

**Recommendation:** That the Board of Regents approve the proposed reorganization of the John A. Burns School of Medicine, establishing the Department of Native Hawaiian Health, as reflected in the attached organizational charts, subject to the Regents’ policy on provisional academic programs.
DEPARTMENT OF NATIVE HAWAIIAN HEALTH

Chair (Appointed from Instructional Positions)

IMI HOOLA PROGRAM

Instructional Positions (2.00)
Full-Time: #86332 #96902

NATIVE HAWAIIAN CENTER OF EXCELLENCE

Instructional Positions ( )
Temporary non-general funded positions to be assigned.

General Fund 4.00

Approved by the University Board of Regents
October 17, 2003

Date
MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: Evan S. Dobelle
President

VIA: James R. W. Sloane
Vice President for Administration
and Chief Financial Officer

FROM: Peter Englert
Chancellor

SUBJECT: Proposed Reorganization of the John A. Burns School of Medicine:
Establishment of the Department of Native Hawaiian Health

September 5, 2003

SPECIFIC ACTION REQUESTED:

I request that the Board of Regents approve the proposal to establish a new
Department of Native Hawaiian Health in the John A. Burns School of
Medicine, Mānoa campus.

ADDITIONAL COST:

None.

RECOMMENDED EFFECTIVE DATE:

Upon approval by the Board.

PURPOSE/NATURE OF THE PROPOSAL:

The John A. Burns School of Medicine (JABSOM) is a community-based
medical school. As the only accredited medical school in the central Pacific,
Chairperson Patricia Y. Lee  
September 5, 2003  
Page 2

JABSOM is committed to its goal of improving health care standards for the citizens of Hawai‘i and the Pacific region. JABSOM also maintains an active role in supporting research, and educational and service programs in the Pacific Islands and Okinawa. The School is currently organized into five administrative units, six basic sciences departments, seven clinical departments, a department of Allied Medical Sciences, and a department of Public Health Sciences and Epidemiology.

JABSOM offers educational programs leading to the M.D., master’s and doctoral degrees in academic and professional areas, as well as two baccalaureate degrees. A total of 499 students were enrolled in the Fall 2002 semester.

Based on an explicit recognition of Hawai‘i’s unique geographical location and ethnic and cultural diversity, the creation of a new clinical Department of Native Hawaiian Health is proposed. The proposal is consistent with the goals of the recently adopted Mānoa Strategic Plan. By virtue of its interest, location, and expertise, JABSOM is ideally situated to become the world’s foremost authority in the investigation of the health care status of Native Hawaiians. A growing recognition at the federal level that a serious health care problem exists in the United States relative to the disparity in health care status of minority groups has led to specific legislation providing new federal agencies and extensive new federal funding designed to investigate and ameliorate the problem of disparities in health care status. A number of Hawai‘i’s population groups, notably Native Hawaiians, are known to suffer disproportionately from many diseases and conditions. In addition to issues of disparate health care status, Hawai‘i has a unique cultural heritage and tradition of healing practices.

As the only homeland for Native Hawaiians, Hawai‘i’s medical school can make a significant contribution to the state by helping to answer, through hypothesis driven research, the many questions raised by the poor health care status of the Native Hawaiian community and many of Hawai‘i’s other ethnic groups. JABSOM can also help to educate the community and its health care providers about the factors influencing the health of Native Hawaiians. If JABSOM does not embrace this challenge, no other medical school will and the health care status of Hawaiians will not improve.

The mission of the new department will be to establish an academic center of excellence aimed at optimal health and wellness for all Native Hawaiian people through research, education, and quality health care service. To achieve this mission, the program in Native Hawaiian Health has already enlisted the
involvement and support of several stakeholders, both internal and external to the JABSOM and the University. The Queen’s Health Systems has been a key supporter of this effort, providing $5 million dollars over the next five years.

Other existing programs in JABSOM will be organized under the new department. These highly successful programs include the Imi Ho’ola Program, which has provided opportunities for disadvantaged students, many of them Native Hawaiians, to pursue careers in medicine for over 30 years. The new department would also include the Native Hawaiian Center of Excellence, a federally-funded program that seeks to improve the health care status of the Hawaiian community through educational initiatives. Both the Imi Ho’ola Program and the Native Hawaiian Center of Excellence are currently located in the Dean’s Office.

The creation of the new Department of Native Hawaiian Health is the first phase of a larger reorganization that is being planned for the School. As the other plans are finalized, those proposals will be submitted to the Board of Regents for approval. The creation of this new department is proposed at this time to allow the School to fully contribute to improving the health care status of Native Hawaiians and to capitalize on funding opportunities as soon as possible.

IMPACT ON STAFFING AND RESOURCES:

The reorganization proposal will result in the reassignment of four existing positions within the School to the newly-created department. Three instructional positions (#82997, #86332, and #88902) will be reassigned from the Dean’s Office. An existing Account Clerk III position (#15169) will be reassigned from the Office of Fiscal and Administrative Affairs.

The dean notes that the FTE and resources to support these positions have been committed and are available. Therefore, this reorganization will not require any additional University resources.

The creation of this new department will result in increasing resources and providing new positions for the JABSOM and the University. A notable example is the recent commitment from the Queen’s Health Systems to provide up to a $1 million a year for five years to support efforts in the area of health care for Native Hawaiians, noted above. In addition, the newly-created Myron “Pinky” Thompson Endowed Chair of Research, which was approved by the Board of Regents on June 20, 2003, will be located in the proposed department. The
Chairperson Patricia Y. Lee  
September 5, 2003  
Page 4

endowed chair is funded by a three-year grant from the National Institutes of Health.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES AND THE MĀNOA FACULTY SENATE:

The Hawai‘i Government Employees Association and the University of Hawai‘i Professional Assembly were contacted about the proposed reorganization. Both have indicated that they have no objections to the proposal. On November 20, 2002, a resolution recommending approval of this reorganization was passed by the Mānoa Faculty Senate.

ACTION RECOMMENDED:

I recommend that the Board of Regents approve the establishment of a new clinical Department of Native Hawaiian Health in the John A. Burns School of Medicine on the Mānoa campus, to be effective upon Board approval.

Attachment

c: Secretary of the Board Iha  
President Dobelle  
Vice President Sloane  
Interim Vice Chancellor Kim  
Dean Cadman
PROPOSAL TO CREATE A
DEPARTMENT OF NATIVE HAWAIIAN HEALTH
JOHN A. BURNS SCHOOL OF MEDICINE

EXECUTIVE SUMMARY

JABSOM seeks permission to effect an internal reorganization that would create a new department in an area of particular strength and state-wide concern, Native Hawaiian Health.

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 Office of the Dean contains several academic/research units (Geriatrics, Imi Ho’ola Program, Office of Medical Education, Ecology and Health, Native Hawaiian Center of Excellence).

There are six basic science departments (Anatomy and Reproductive Biology; Biochemistry and Biophysics; Cell and Molecular Biology; Pharmacology; Physiology; and Tropical Medicine and Medical Microbiology) and seven clinical science departments (Family Practice and Community Medicine; Medicine; Obstetrics, Gynecology and Women’s Health; Pathology; Pediatrics; Psychiatry; and Surgery). The two additional departments are: (1) Allied Medical Sciences consisting of the Divisions of Medical Technology and Speech Pathology and Audiology and (2) Public Health Sciences and Epidemiology.

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

The creation of a new Department of Native Hawaiian Health represents a unique opportunity for research, education and service in the context of the state’s location and its rich cultural and ethnic history.

There is growing recognition at the federal level that a serious healthcare problem exists in the United States relative to the disparity in the health status of minority groups compared to the Caucasian majority. This has led to specific new legislation providing federal agencies with extensive new federal funding designed to investigate and ameliorate the problems of disparities in health status in the U.S. Although in the State of Hawai‘i there is no single ethnic majority, a number of Hawaii’s ethnic groups, notably Native Hawaiians, are known to suffer disproportionately from many diseases and conditions including diabetes, asthma, cancer and heart disease. In the aggregate, those suffering from these conditions have reduced life expectancy and diminishing quality of life.

As the only home and for Native Hawaiians, the State of Hawai‘i recognizes its special commitment to its indigenous people and its rich cultural heritage. As the State’s only medical school, the John A. Burns School of Medicine (JABSOM) can make a significant contribution to improve the health status of its native peoples by seeking out the root causes for these health disparities and by using the time-honored tools of scientific inquiry and investigation to help
seek solutions. JABSOM can also serve as a leader who will educate health professionals, health care providers, communities and policy makers about the key factors influencing the health of the Native Hawaiian population. Finally, a key factor for success will be to ensure that any new advances in Native Hawaiian health be translated and implemented in a way that is culturally competent, accessible to Native Hawaiian people and economically sustainable.

Conversely, if JABSOM does not embrace and meet this challenge, it is likely that no other medical school will and the health status of Hawaii’s indigenous population, as the keepers of its unique culture, may further decline.

The Board of Regents has recently approved the establishment of the Myron “Pinky” Thompson Endowed Chair of Native Hawaiian Health Research, recognizing the importance of engaging in scholarly research on Native Hawaiian health issues.

The creation of a Department of Native Hawaiian Health will provide the appropriate credibility and stature to the study of Native Hawaiian Health as an academic discipline and will add emphasis to JABSOM’s full commitment to address Native Hawaiian health issues.

It is significant that our partners in this effort are some of Hawaii’s most revered institutions such as Queen’s Medical Center and the Kamehameha Schools/Bishop Estate. The proposed new Department also is consistent with the emphasis in both the system-wide Strategic Plan for the University and the UH Manoa Strategic Plan on the importance of the Native Hawaiian issues. JABSOM believes that the creation of a Department of Native Hawaiian Health is important for our State and our University and we strongly recommend that this request to establish the Department be approved.

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.

This proposal has been approved by both HGEA and UHPA and we have received support and concurrence for this proposal.
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 Office of the Dean contains several academic/research units (Geriatrics, Imi Ho‘ola Program, Office of Medical Education, Ecology and Health, Native Hawaiian Center of Excellence).

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 are staffed 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 Clinical, Education and Research Association (UCERA). 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, inaster’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 Tropical 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

JABSOM proposes to create a new Department of Native Hawaiian Health.

III. BACKGROUND AND NATURE OF THE PROPOSED REORGANIZATION

A. Conditions and Factors Prompting the Proposed Reorganization

The creation of a new Department of Native Hawaiian Health represents a unique opportunity for research, education and service in the context of the state’s location and its rich cultural and ethnic history.

There is growing recognition at the federal level that a serious healthcare problem exists in the United States relative to the disparity in the health status of minority groups compared to the Caucasian majority. This has led to specific new legislation providing federal agencies with extensive new federal funding designed to investigate and ameliorate the problems of disparities in health status in the U.S. Although in the State of Hawai‘i there is no single ethnic majority, a number of Hawaii’s ethnic groups, notably Native Hawaiians, are known to suffer disproportionately from many diseases and conditions including diabetes, asthma, cancer and heart disease. In the aggregate, those suffering from these conditions have reduced life expectancy and diminishing quality of life.

In addition to the issues of disparate health status, Hawai‘i has a unique cultural heritage. Hawai‘i’s Polynesian discoverers created a highly developed culture unto itself that provided a rich tradition of healing practices and an impressive knowledge of botany, physiology and anatomy that treated common illnesses as well as maintained health and wellness in a holistic framework. There is much that modern society can learn from these ancient Hawaiian traditions and from the rapidly disappearing practitioners of these timeless arts.

As the only homeland for Native Hawaiians, the State of Hawai‘i recognizes its special commitment to its indigenous people and its rich cultural heritage. As the State’s only
medical school, the John A. Burns School of Medicine (JABSOM) can make a significant
contribution to improve the health status of its native peoples by seeking out the root
causes for these health disparities and by using the time-honored tools of scientific
inquiry and investigation to help seek solutions. JABSOM can also serve as a leader who
will educate health professionals, health care providers, communities and policy makers
about the key factors influencing the health of the Native Hawaiian population. Finally, a
key factor for success will be to ensure that any new advances in Native Hawaiian health
be translated and implemented in a way that is culturally competent, accessible to Native
Hawaiian people and economically sustainable.

Conversely, if JABSOM does not embrace and meet this challenge, it is likely that no
other medical school will and the health status of Hawaii’s indigenous population, as the
keepers of its unique culture, may further decline.

The mission of the new Department of Native Hawaiian Health will be to establish an
academic center of excellence aimed at optimal health and wellness for all Native
Hawaiian people through research, education and quality health care service. To achieve
this mission, the program in Native Hawaiian Health has already enlisted the involvement
and support of several stakeholders both internal and external to the JABSOM and the
UH-Manoa campus.

The Queen’s Health Systems, through its own mission-based mandate to improve the
health of all Native Hawaiians, has been a key supporter of the establishment of the
Department. The QHS commitment to the creation of this Department and its overall
mission has provided the support of $5 million dollars over the next 5 years as outlined in
the Memorandum of Agreement (MOA) signed by UH President Evan Dobelle on
12/4/02.

Other major funding support for the development and establishment of the Department of
Native Hawaiian Health was awarded on 9/30/02 to Dr. Marjorie K. Mau, Director of our
program in Native Hawaiian Health, from the National Institutes of Health – National
Center on Minority Health and Health Disparities. This grant program, entitled Project
EXPORT, will provide an additional $5.3 million dollars (over the 5 years) to support the
research initiatives of the Department. Specifically, the Hawai‘i EXPORT Center (HEC),
has as its long term goals to reduce and eliminate health disparities in Native Hawaiians
and other Pacific Peoples through “grass roots” partnerships. During this initial 5-year
target cycle, the HEC will focus on research activities to reduce diabetes related health
disparities.

Other existing programs in JABSOM will be organized under the new Department of
Native Hawaiian Health. These highly successful programs include the Imi Ho‘ola
Program, which has provided opportunities over the last 30 years to disadvantaged
students, many of them Native Hawaiian, to pursue careers in medicine. Imi Ho‘ola is a
post baccalaureate program that provides conditional acceptance into medical school for
disadvantaged but promising students. For example, of the 144 participants in the Imi
Ho‘ola Program who have graduated from JABSOM, 57 were of Native Hawaiian
ancestry. Many of Hawaii’s Native Hawaiian health leaders are alumni of the Imi Ho‘ola
Program. The Imi Ho’ola Program with its proven track record for success is currently funded through a combination of G-funds and P-funds.

Finally, the Department will also continue and support the activities of the Native Hawaiian Center of Excellence (NHCOE), a federally funded program that seeks to improve the health of the Native Hawaiian population by increasing the number of Native Hawaiian physician leaders in academia. Major activities of the NHCOE include educational conferences, research seminars, faculty development, mentoring activities and cultural competency training. Currently, the NHCOE has also undertaken the development of a resource library on native Hawaiian health publications, video profiles of Native Hawaiian health leaders as well as new/emerging publications on Native Hawaiian health and culture. The NHCOE grant award was initially awarded in 1991 and now has an operating budget of approximately $521,000 per year. In addition, the NHCOE and JABSOM were also awarded in September 2003 from the NIH-National Center on Minority Health and Health Disparities, a three-year $4.6 million award to support an Endowed Chair for Research under the Department of Native Hawaiian Health.

All told, the program in Native Hawaiian Health has, in a relatively short time period, been highly successful in bringing in nearly $15 million of new external funding resources to JABSOM in support of the creation of the Department of Native Hawaiian Health.

The Department of Health and Human Services, the nations leading agency for setting the health agenda has outlined in its “Healthy People 2010” and now “HealthyUS” mandated the need to reduce and eliminate racial/ethnic health disparities in the U.S. These mandates have resulted in a pool of research and program funds which are available to stage research and educational initiatives to address the persistent health problems in the Native Hawaiian population. JABSOM, by virtue of its commitment to the health of its native peoples, location and expertise, is ideally situated to become the world’s foremost medical authority on the health and wellness of Native Hawaiians.

The Board of Regents has recently approved the establishment of the Myron “Pinky” Thompson Endowed Chair of Native Hawaiian Health Research, recognizing the importance of engaging in scholarly research on Native Hawaiian health issues.

The creation of a Department of Native Hawaiian Health will provide the appropriate credibility and stature to the study of Native Hawaiian Health as an academic discipline and will add emphasis to JABSOM’s full commitment to address Native Hawaiian health issues.

It is significant that our partners in this effort are some of Hawaii’s most revered institutions such as Queen’s Medical Center and the Kamehameha Schools/Bishop Estate. The proposed new Department also is consistent with the emphasis in both the system-wide Strategic Plan for the University and the UH Mānoa Strategic Plan on the importance of the Native Hawaiian issues. JABSOM believes that the creation of a Department of Native Hawaiian Health is important for our State and our University and we strongly recommend that this request to establish the Department be approved.
B. Details of the Proposed Reorganization

1. Reassignment of Existing Positions and Functions

As noted above, the programs of Imi Ho’ola and NHCOE will be moved from the Office of the Dean to the Department of Native Hawaiian Health.

The following reassignments of existing positions and functions are contained within this reorganization.

a. From the Office of the Dean the following Instructional positions will be transferred to the new Department (all full-time): #82997, #86332 and #88902.

b. Account Clerk III (#15169) position in the Office of Administrative Services will be assigned to the Department of Native Hawaiian Health, Education and Training Division - Imi Ho’ola Program.

c. Existing “temporary” positions funded through the NHCOE federal grant will be reassigned to the Department of Native Hawaiian Health, Education and Training Division – NHCOE. This includes 1 full-time faculty (PhD) and 2 part-time faculty (MDs, 50-65% FTE each). NHCOE administrative and support staff include approximately 4 @ 2.6 FTE.

d. Existing “temporary” research positions funded through a coalition of foundation grants and contracts entitled “Diabetes Research Projects” will be reassigned to the Department of Native Hawaiian Health – Research Division. This includes approximately 4 research staff positions.

2. New Positions, Functions and Programs

a. Faculty positions: A total of 5 new faculty members have been supported via the P-funds provided to the Department through the MOA from the QHS and in some circumstances funding was provided through the HEC grant award.

- Two of the faculty positions have been allocated to support 2 existing faculty, Dr. Ben Young and Dr. Martina Kamaka, to develop and establish a new Division of Education and Training that will include the Imi Ho’ola Program and the NHCOE activities into a continuous “pipeline” of Native Hawaiian health leaders in our communities.

- Dr. DeeAnn Carpenter-Yoshino was also hired in Spring 2003 at 25% FTE. As a former Imi Ho’ola student, a member of the JABSOM Admissions Committee and a private physician working in rural Native Hawaiian communities, she brings a wealth of practical experience to the Education and Training Division.

- Dr. Clayton Chong, a well known clinical oncologist in private practice, QMC Board member and Principal Investigator for a National Cancer Institute grant to develop Native Hawaiian researchers entitled “Imi Hale,” has joined our faculty in the Research Division at 25% FTE. Dr. Chong was also a former Imi Ho’ola student and is a founding member of the Native Hawaiian Physician Association (Aha Hui O Na Kauka).
- Our 5th faculty member who has recently been recruited is Dr. S. Kalani Brady. Dr. Brady is a well-known local physician regularly featured on the “Ask the Doctor” Channel 2 News Station and a longstanding member of the Straub Clinic and Hospital. He has accepted the position of Vice Chair of the Department at 100% FTE.

b. Faculty Recruitment: One other full-time faculty position, to be extramurally funded, will serve as the Director for the Research Division is in the recruitment phase. It is our expectation that this position will be filled within the next 3-6 months.

c. Hawai’i EXPORT Center (HEC): is a multi-component NIH-NCHMD-funded grant with 7 Cores and 1 partnering Institution located in Washington, DC. Several positions have already been hired under this grant award including 10 part-time investigator/director positions ranging from 10-20% effort. A total of approximately 9 research support staff positions have also been hired at approximately 25-100% FTE. All these positions are currently supported by external NIH funding mechanisms.

d. Administrative staff positions: A total of two 100% FTE positions have been filled to support and implement the administrative, personnel and fiscal activities of the proposed Department. An additional 50-100% position is currently under recruitment to provide assistance in post-award grants management.

Other non-MD faculty and staff are currently funded by external grants and contracts will be transferred to the new Department, including the faculty and staff of the Native Hawaiian Center of Excellence. Additional positions for the Department will be funded out of grant monies, joint venture agreements with area hospitals and/or other external funding mechanisms.

In summary, the new Department of Native Hawaiian Health and its three major Divisions are well funded through grant awards, contracts, MOAs and a diversity of funds including a small portion of G-funds relative to other funding sources. In addition we are in the process of ratifying our overall Strategic Plan and Business Plan. A series of 3 year benchmarks and deliverables are expected to be completed and will include the development of a plan that will address the issue of future funding after the current 5 year grant and contract awards.

Operating funds for the Department of Native Hawaiian Health will be provided from a combination of grants and contracts and the existing budgets of Imi Ho’ola and Native Hawaiian Center of Excellence along with small additional charges to JABSOM’s existing G-fund budget where necessary. We reiterate that no new state monies will be required to carry out this reorganization.

3. Position Variances and Replacement for Reclassified Position
None

4. Impact of Proposed Changes on Other Units and Activities
The creation of a new Department will impact faculty distribution and faculty governance by the School of Medicine’s Bylaws. The new Department will have
the right to be represented in our Faculty Senate and on the School’s governing, policy and administration committees.

The creation of a Department of Native Hawaiian Health will create potential collaborative relationships with a number of academic units at UH Mānoa as well as others across the UH system. For example, discussions have already been initiated with the Center for Hawaiian Studies with a view to establishing research collaborations. The presence of a strong research capability in the new Department will present opportunities for interdisciplinary collaboration with faculty in other research intensive units of the campus such as PBRC, Cancer Research Center of Hawaii, SOEST, College of Natural Sciences, College of Tropical Agriculture and the College of Engineering. Outside of the University the Department has plans to collaborate with the Department of Health in health services research and epidemiology and with a number of community health centers which serve large numbers of Hawaiian patients such as Waianae, Waimanalo and Molokai.

The reorganization proposal will positively impact medical students as the hiring of new faculty will present new research and educational opportunities.

The proposal will have no effect on JABSOM’s existing graduate programs or on current commitments to undergraduate teaching on the Mānoa campus.

5. Positions to be Reclassified or Redescribed

Redescription and/or reclassification of positions to be completed as appropriate.

6. Required Facilities in Support of this Proposal

The new biomedical campus planned for Kaka‘ako will support the implementation of this plan. The new Department will be situated in two adjacent locations. One space will include allocated space at the new Kaka‘ako campus. The second location will be the leased space at the Gold Bond Building. Funds to pay for this lease are already covered through P-funds in their budget and thus no new state funds are requested for this purpose.

7. Additional Funds Required by this Reorganization

JABSOM is requesting no new funding to effect this reorganization. We do anticipate funding of some new positions via partnerships with Queen’s Medical Center and other potential collaborators.

IV Reasons for Proposing the Reorganization

A. Basis in Law or Policy Supporting the Reorganization

The reorganization proposed will improve the potential to compete successfully for extramural research funds especially in the area of health disparities research. As previously mentioned, this reorganization proposal is consistent with the University of Hawai‘i’s strategic plan in that it aims to address issues important to Native Hawaiians.
B. Reasons for Proposing the Reorganization

It is the School of Medicine’s intention to become a research-intensive medical school that is capable of competing successfully for extramural funding. A strong and vibrant medical school can add to the reputation and to the budget of the University by generating significant extramural research funding. At medical schools across the nation, this is the rule rather than the exception. Hawai‘i has great potential to become a research powerhouse given its geographic location at the crossroads of the Pacific, a meeting place for East and West, the talent of existing faculty in JABSOM and the cultural and genetic diversity of Hawai‘i’s unique population. In addition, as a “minority state” JABSOM qualifies for a special pool of federal biomedical research funds which can be tapped to improve the research infrastructure of the school leading to additional opportunities for successful grantsmanship. A number of major, multi million dollar grants of this type have already been secured. In addition to the benefits accruing to the medical school and the University from JABSOM’s enhanced research capability, the State of Hawai‘i will profit as well. JABSOM can be a major research engine for the state and can help to diversify the state’s economy by stimulating the biotechnology industry.

Besides the potential to create jobs and increase tax revenues, reorganization will allow the school to leverage its existing resources into the creation of additional resources in research. In this way, the JABSOM can decrease its reliance on hard money state support and become more financially self-sufficient. The new Department will position the School of Medicine to take advantage of new federal research funding opportunities in health disparities research.

C. How Reorganization Will Address Existing Problems

Creation of a new Department in Native Hawaiian Health addresses specific issues of significant community interest. This is part of JABSOM’s commitment to address the healthcare needs of Hawai‘i’s communities. Coincidentally, these initiatives also are potentially very fundable via federal dollars. This will create additional opportunities for the School of Medicine to garner extramural research funds that would not otherwise come to the school, university or the state. Thus, the proposal is doubly beneficial.

D. Expected Benefits

Expected benefits of this proposal are many. Perhaps the primary one is the potential to improve diversification of the sources of financial support for the School of Medicine. If JABSOM can decrease dependence on state funds by augmenting other revenue streams, the School can move towards financial self-sufficiency. This will be accomplished both through the garnering of more extramural research awards and through the provision of patient care services by contract and in partnership with our affiliated hospitals. Both of these revenue streams can be considerable and are at most medical schools across the country. When the School of Medicine realizes its full potential in this respect, the budget of the school most likely will double. The intrinsic benefits of an enhanced research capability are many. It will be easier to recruit top class academicians to the
medical school once there is a critical mass of scientists working in state of the art facilities.

Second, research done by School of Medicine faculty can address significant healthcare issues of our state and region, thus contributing to improving the overall standard of health of citizens of Hawai‘i and the Pacific.

Third, enhanced research capability will provide research opportunities for medical students, residents and graduate students.

Fourth, the enhanced stream of research grants will generate economic benefits to the state, opening up potential partnerships with biotechnology and pharmaceutical companies, creating new jobs and adding to Hawai‘i’s tax base.

Fifth, enhanced research capability will provide new opportunities for collaboration with other units in the University system that can create synergistic relationships leading to further success.

The creation of the Department of Native Hawaiian Health will allow us to tap into new pools of federal research funds that have not previously been accessed by the School of Medicine and the University. Research and education in these areas also will have a positive impact on JABSOM’s contribution to the community both through the training of health professionals and through the investigation of healthcare questions of importance to local communities.

E. Qualitative and Quantitative Data in Support of Reorganization

Attached as an appendix to this proposal is an organizational chart showing structural changes addressed in the proposal. The Hawaii Government Employees Association (HGEA) and the University of Hawaii Professional Assembly (UHPA) have reviewed and concurred with the reorganization proposal.

V. OTHER ALTERNATIVES CONSIDERED

In the formulation of this proposal, several alternative scenarios were discussed ranging from leaving the current fragmented structure in place to creating a program in Native Hawaiian Health. After significant intramural debate it was decided that the structure proposed in this document, the creation of a new Department, is appropriate given the importance of Native Hawaiian Health to our state. While awaiting approval of our request for departmental status, we have moved ahead to create a program in Native Hawaiian Health on a transitional basis. JABSOM believes that conferring departmental status on Native Hawaiian Health makes a powerful statement about the commitment of JABSOM and UH to address issues of concern to our Kanaka maoli. This project has strong support within the school and with external constituencies that have been consulted about the most appropriate ways in which JABSOM could contribute to community needs. The proposed reorganization has been approved by substantial majorities in the JABSOM Faculty Senate, the JABSOM faculty and the Mānoa Faculty Senate.
In conclusion, JABSOM seeks to create a new department, the Department of Native Hawaiian Health, that will help to train physicians and other healthcare professionals of Native Hawaiian origin, do research into critical questions regarding the healthcare status of our Kanaka maoli and into the diseases that disproportionately affect them and help to organize clinical care that works for Native Hawaiian populations. As the Department will address important issues at minimal cost, is strongly supported by UH faculty and the community and is consistent with the UH system and UH Mānoa strategic plans, we respectfully request approval of this proposal by the Chancellor and the President.

Attachments – Organizational Charts

Functional Statement

9/5/03
CURRENT ORGANIZATION

CHARTS
CURRENT FUNCTIONAL STATEMENT
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 a Chairman with 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 operations. 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 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 within JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent of the School’s annual 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 Ho’ola Program

The Imi Ho’ola Program 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.

Office of Public Health Studies

The Associate Dean’s Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.
Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Services.

Public Health and Biomedical Information Center

The overall functional responsibility of the Public Health and Biomedical Information Center, formerly known as the JABSOM Library Resource Center (JLRC), is to help meet the informational needs of the educational, research, clinical and service programs of public health and medicine of the School of Medicine. This is accomplished by serving as an access and service (instructional) delivery point for medical/health information; instructing and training students, faculty, and alumni in the use of the latest technologies for the effective identification, retrieval and use of medical and health information; and by forming partnerships and linkages with the important resources of the Hawaii Medical Library, Inc. and the Hamilton Library, University of Hawai‘i at Mānoa.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Department of Anatomy, Physiology, and Reproductive Biology

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.
Department of Biochemistry and Biophysics

The basic program objective of the department is that of excellency in training. The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, postdoctorate and continuing education students. Besides the various A.B., B.S., Ph.D. and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Our faculty is on the forefront of investigative programs dealing with the care, treatment and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

Department of Medicine

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients. Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

Department of Obstetrics, Gynecology and Women’s Health

Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students and residents in pathology.

Integration of instruction in pathology at community hospitals. The University’s involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.
Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides post-medical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

Department of Pharmacology

Teaching efforts of the department are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students.

Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

Department of Physiology

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

Department of Psychiatry

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: the Queen’s Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai and Lanai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

Department of Surgery

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopaedic residency program and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

Department of Tropical Medicine, Medical Microbiology

Work toward increasing comprehension and and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology and public health.
Division of Medical Technology

It is the goal of this program to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of the program are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master’s level degree program for medical technologists.

Division of Speech Pathology and Audiology

Objectives of the program are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

Department of Family Practice and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological and social health.

Long range objectives are: to increase access to primary care in Hawaii and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; to provide a realistic view of primary care medicine as a career.
PROPOSED ORGANIZATION

CHARTS
OFFICE OF THE ASSOCIATE DEAN

Associate Dean, #80075
Secretary II, SR16, #12474
Professor, IIM, #82705 (75), #82787
#80170, #8914, #84612, #84555 (.5)
Researcher, P6M, #82651, #40501
Associate Professor, IIM, #82763, #886086
Assistant Professor, IIM, #882995,
#82571 (.21), #85564,
#8350F, #8350F, #8350F, #8350F,
#8350F, #8350F, #8350F
Geriatics
Director, IIM, #827136
Secretary II, SR14, #61474
Professor, IIM, #85787 (.55),
#85964 (.5), #85965 (.5)
Assistant Professor, IIM, #888995 (.5)
Office of Medical Education:
Director, IIM, #80244
Secretary II, SR14, #83956
Associate Professor, IIM, #85461 (75)
Educational Sp, PB, #80171
Ecology & Health
Professor, IIM, #84654

OFFICE OF STUDENT AFFAIRS

Associate Professor, IIM, #85247 (.5)
Secretary II, SR14, #82157

OFFICE OF HOSPITAL AND EXTERNAL BUSINESS AFFAIRS

Student Services Specialist, PB, #82043
Student Services Specialist, PB, #82105
Clark Type II, SRB, #22949

OFFICE OF FISCAL AND ADMINISTRATIVE AFFAIRS

Fiscal Accounting Specialist, PB, #80011
Secretary II, SR14, #824622

OFFICE OF PUBLIC HEALTH STUDIES

See Chart 114.

OFFICE OF INFORMATION TECHNOLOGY

IT Specialist, PB, #79991
Dir Business & Hospital Affairs, #89214
IT Specialist, PB, #80230
Research Associate, PB, #81319
Scientist, PB, #80078 (.16)

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

OCT 17, 2003

Date
PROPOSED FUNCTIONAL
STATEMENT
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE

MAJOR FUNCTIONS

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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.

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Office of Public Health Studies

The Associate Dean’s Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.
Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Mānoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Services.

Public Health and Biomedical Information Center

The overall functional responsibility of the Public Health and Biomedical Information Center, formerly known as the JABSOM Library Resource Center (JLRC), is to help meet the informational needs of the educational, research, clinical and service programs of public health and medicine of the School of Medicine. This is accomplished by serving as an access and service (instructional) delivery point for medical/health information; instructing and training students, faculty, and alumni in the use of the latest technologies for the effective identification, retrieval and use of medical and health information; and by forming partnerships and linkages with the important resources of the Hawaii Medical Library, Inc. and the Hamilton Library, University of Hawai‘i at Mānoa.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Department of Anatomy, Physiology, and Reproductive Biology

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.
Department of Biochemistry and Biophysics

The basic program objective of the department is that of excellency in training. The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, postdoctorate and continuing education students. Besides the various A.B., B.S., Ph.D. and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Our faculty is on the forefront of investigative programs dealing with the care, treatment and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

Department of Medicine

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients.

Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

Department of Obstetrics, Gynecology and Women’s Health

Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students and residents in pathology.

Integration of instruction in pathology at community hospitals. The University's involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.
Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides post-medical specialty training through the University of Hawai‘i’s pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

**Department of Pharmacology**

Teaching efforts of the department are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students.

Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

**Department of Physiology**

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

**Department of Psychiatry**

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: the Queen’s Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai and Lānai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

**Department of Surgery**

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopaedic residency program and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

**Department of Tropical Medicine, Medical Microbiology**

Work toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology and public health.
Division of Medical Technology

It is the goal of this program to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of the program are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master's level degree program for medical technologists.

Division of Speech Pathology and Audiology

Objectives of the program are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

Department of Family Practice and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological and social health.

Long range objectives are: to increase access to primary care in Hawai‘i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; to provide a realistic view of primary care medicine as a career.

Department of Native Hawaiian Health

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department will develop a comprehensive program that addresses the healthcare status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. This department will also house two (2) divisions related to Native Hawaiian health and welfare — the Native Hawaiian Center of Excellence and the Imi Hoʻola Program.

The Native Hawaiian Center of Excellence (NHCOE) seeks to improve the healthcare status of the Hawaiian community through educational initiatives. This program will train academic faculty of Hawaiian descent, as well as develop a domestic violence prevention initiative and other programs designed to education Hawai‘i and Hawaiians about the richness of their medical heritage.

The Imi Hoʻola Program (IHP) 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.