

MINUTES OF THE REGENTS' JOINT COMMITTEES ON
BUDGET AND LONG-RANGE PLANNING AND FINANCE AND FACILITIES

Date: Thursday, January 15, 2004

Place & Time Campus Center Conference Room 220
University of Hawai'i at Mānoa
9:51 a.m.

Committee on Budget and Long-Range Planning

Committee Members Present:	Regents	Tanaka (presiding) Bender Haynes Kakuda Kawakami Kurusu Lagareta Nunokawa Tatibouet Yamasato Lee (ex-officio)
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Committee Member Excused:	Regent	Hong
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<u>Committee on Finance and Facilities</u>	Regents	Kurusu Tanaka Tatibouet Yamasato Lee (ex-officio)
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Others Present: David McClain, Acting President, University of Hawai'i
Sam Callejo, Chief of Staff
Michael T. Unebasami, Vice Chancellor for Administrative
Affairs
Karl E. Kim, Interim Vice Chancellor for Academic Affairs,
UHM
Jan Yokota, Director, Office of Capital Improvements
Edwin C. Cadman, Dean, School of Medicine
David Iha, Executive Administrator and Secretary of the
Board
Carl H. Makino, Executive Assistant to the Board

Subjects:

1. 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 M~noa
2. 1st Quarter Budget Level Summary Report
3. Status of University of Hawai'i - West O'ahu Campus Planning Process
4. University of Hawai'i at M~noa Long-Range Development Plan

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 M~noa

Interim Vice Chancellor Kim requested that the Committee approve the establishment of 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# 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# 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# 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 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# 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.

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#'s physicians must be educated to employ all resources available to improve the health of Hawai#'s people. The international collaborative research programs are well established and are tailored to the uniqueness of Hawai# 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 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 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.

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# Government Employees Association and the University of Hawai# 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.

Chairperson Lee expressed the Committees' appreciation that the program was attracting considerable extramural funds. Dean Cadman credited his faculty for their efforts in attracting an average of \$2 million per year.

Regent Kurisu 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. The motion was seconded by Regent Tatibouet and unanimously carried.

1st Quarter Budget Level Summary (BLS) Report

Chief of Staff Callejo reported that when implementing the Financial Management Information System (FMIS), the Budget Level Summary (BLS) was never fully developed as part of the system. Understanding the need to have financial reports at the various organizational levels at the University of Hawai'i, a separate project was initiated to develop a report similar to BLS.

As the BLS was being developed, the Board of Regents began requesting more data on the financial status of the University. Financial reports were provided to the Board, however, more detailed information was needed. Since the BLS was not yet fully developed, the Board worked with the administration to design interim financial reports.

The initial output of BLS for all University programs was completed with reports as of September 30, 2003. As the administration continues to refine the reports, the BLS provides the Board, UH Administration, and program managers with current financial reports to effectively manage their programs.

In response to Regent Kurisu, Vice Chancellor Unebasami explained that the report was

strictly for State appropriated funds and did not include extramural funds. Therefore, none of the contracts and grants information was included in the report. That meant that the funds redirected to RCUH were also not reflected in the report. Acting President McClain added that this argues for the need for a consolidated report. Regent Yamasato stated that the Board has been asking for such a report for quite some time but with no satisfactory results to date. Regent Lagareta concurred, adding that she still cannot understand the entire financial picture of the University. While the administration has made progress in trying to provide the information there is still a need to be able to understand the complete picture. She felt that the Board, therefore, was not in a sound fiduciary position to explain its financial needs and priorities to the Legislature.

Chief of Staff Callejo stated that the administration may have to come to the Board two months after closing its books since some of the information cannot be included due to the lag time. Regent Tatibouet suggested that the financial report be scheduled for the February meeting which would have given the administration sufficient time after closing its books to provide the Regents with a complete report.

Status of University of Hawai'i - West O'ahu Campus Planning Process

Director Yokota reported that there are developers who might be interested in a request for qualification (RFQ) issued by the University to determine the qualification and capabilities of developers to design a physical plan of the University of Hawai'i at West O'ahu. Response has been varied. The purpose of this report, according to Director Yokota, was to provide an update on the status of the planning process for the University of Hawai'i - West O'ahu campus and on preliminary work to review potential scenarios for public/private partnerships for the development of this campus.

On October 16, 2003, a presentation was made to the Committee on Budget and Long-Range Planning on the draft Long Range Development Plan for the University of Hawai'i-West O'ahu campus. At that time, Committee members requested that the Administration review the potential for public/private partnerships for the development of this campus, in light of the limited availability of State funding for construction. Committee members also directed the Administration to evaluate potential operating costs for the new campus as well as program development options.

The administration is reviewing these issues and is prepared to present a status report on its preliminary findings at the January 15, 2004 meeting.

Regent Lagareta asked how developers are selected. Director Yokota stated that it was based on background and that four developers expressed an interest. Regent Lagareta added that the administration must make sure that it opens the opportunity as broadly as possible and not simply go to the same firms.

Regent Nunokawa stated that the administration should not only be looking at Kapolei because the Board has not discussed this issue thoroughly. Regent Yamasato agreed, adding that the Board has not looked at operational costs either. Chairperson Lee added that the Board needs to look at its long and short term options to include the entire picture of the University in light of

resources, population, and other factors. The administration needs to make a recommendation to the Board thereafter.

Acting President McClain said a recommendation would be forthcoming if there is enough interest in an RFQ and based on the results of that call.

Regent Lagarata expressed that there needs to be a better understanding of where West O'ahu fits in the entire context of higher education in Hawai'i and the University of Hawai'i. She explained that the Board is not opposed to West O'ahu but must better understand the role it will play in the big picture and then decide what the CIP needs are to complement that role. Regent Tatibouet agreed, suggesting a longer planning session of the Board to include a visit to the sites.

Mr. Charles R. Miller, Senior Associate, Coldwell Banker Commercial representing the Maryl Group expressed that his principles would be interested in learning more about the opportunities for partnerships with the University. His group is also interested in a pharmacy program in Hawai'i.

University of Hawai'i at Mānoa Long-Range Development Plan

Director Yokota reported on the Long Range Development Plan (LRDP) for the Mānoa campus. On May 20, 1994, the Board of Regents approved an update of the LRDP for the Mānoa campus. The 1994 Update envisioned a reorientation of the campus from a vehicular to a pedestrian focus, with the need for additional parking, landscaped open spaces and the potential for the addition of approximately 1 million square feet of new space. The 1994 Update was developed for a maximum enrollment of 23,000 students.

The University of Hawai'i at Mānoa has undergone significant changes since the 1994 Update. A new LRDP update will soon be undertaken to incorporate these physical changes as well as to account for changes in the Mānoa's Strategic Plan. The scope of the new update will include an Environmental Assessment and an application to the City approximately one and a half years to complete.

Essential to the creation of place is the sense of entry. Currently, this sense is not available to drivers or pedestrians. The Plan proposes both vehicular and pedestrian gateways. The existing Founders Gate would be enhanced to become significant as a vehicular gateway. Four pedestrian gateways serving each side of the campus and tied to transportation links and parking facilities are proposed. Gateways would extend a welcome to users of the campus and would be secure places to be dropped-off or picked-up with seating areas, night lighting and telephones. Orientation to the campus will be available through maps, directories and future electronic information terminals. Each gateway would feature a sculpture of a significant figure in the University's development contributing to a sense of the history and tradition of the institution. Leading from each pedestrian gateway is a landscaped mall. Most replace existing streets. These malls will be important functionally as pedestrian thoroughfares and for the organization that they will lend to the campus. Three major malls are proposed. The Mauka-Makai Mall will extend from Moiliili to Maile Way. The East-West/McCarthy Mall will go from University Avenue to East-West Road. Correa Mall will extend from Campus Center to East-West Road.

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There will be places along the malls to sit, meet, study, eat and even have class gatherings. For example, the portion of the East-West Mall adjacent to Hemenway Hall will feature a sidewalk café. At night, malls will provide safe lighted ways through the campus made more secure by the higher usage that it will attract.

The common conception of paths is that they lead to buildings. Much of the current revitalization of American cities, however, is based on a European idea that paths lead to active and functioning plazas, for it is in these public places and not in private buildings that the life of a community is best experienced. While plazas are being developed in downtown Honolulu, no places of this sort exist on the Mānoa Campus. In analyzing the Mānoa Campus, it is evident that there are plaza sites which, when developed, might significantly change the character of the campus.

Regent Kurisu inquired about entry ways. Director Yokota responded the matter is being considered as part of the plan so they are studying where people tend to gather. Regent Kurisu noted that the Mānoa campus leases some facilities such as to the Lab School and the issue of best use of space needs to be addressed. Chairperson Lee agreed, adding that, it needs to be land banking for long term planning. Regent Tatibouet added that in addition, there needs to be a quarterly report on this development and that Student Housing also needs to be addressed.

There being no further before the Committee, the meeting was adjourned at 11:45 p.m.

Respectfully submitted,

David Iha, Secretary

Dated: January 28, 2004

Chairperson Patricia Y. Lee
Members, Committee on Budget and Long-Range Planning
Members, Committee on Finance and Facilities
President Evan S. Dobbelle
Vice President James R. W. Sloane
Vice President David McClain
Chief of Staff Sam Callejo
Director Jan Yokota