



UNIVERSITY
of HAWAII
MĀNOA

August 26, 2016

MEMORANDUM

TO: David Lassner
President

VIA: Robert Bley-Vroman
Interim Chancellor

FROM: Jerris Hedges, MD, MS, MMM
Dean, John A. Burns School of Medicine

SUBJECT: REORGANIZATION PROPOSAL FOR THE JOHN A. BURNS SCHOOL OF
MEDICINE

SPECIFIC ACTION REQUESTED:

It is requested that you approve the reorganization proposal for the John A. Burns School of Medicine (JABSOM).

RECOMMENDED EFFECTIVE DATE:

Upon your approval.

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The purpose of the proposed reorganization of JABSOM is to address the new Office of the Associate Dean for Academic Affairs (ADAA), which will supersede the previous role of Associate Dean for Medical Education (ADME) to strengthen and better define JABSOM's academic missions. Previously, the ADME had formal documented reporting authority over the Office of Medical Student Education (OME) (including the Center for Clinical Skills, or

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CCS), Kaka'ako Health Sciences Library, and the Office of Facilities Management and Planning (including Parking and Auxiliary Services and Custodial, Grounds and Maintenance Services). New and existing offices under the ADAA will include Allied/Global and International Health (to include the Department of Medical Technology, the Department of Communications Sciences and Disorders (CSD), and the Office of Global and International Health), Faculty Affairs (to include Promotion and Tenure and Educational Skills Development), Educational Support (to include the Anatomy Lab, Kaka'ako Health Sciences Library, and the Simulation Center), Undergraduate Medical Education (to include Office of Admissions, the Imi Ho'ola Program, Office of Student Affairs, and Office of Medical Education), Graduate Medical Education, and Continuing Medical Education. This new structure will align academic resources and potential collaborations to benefit both the JABSOM faculty and student body.

In addition, this proposed reorganization will make a stronger case for JABSOM's reaccreditation as a medical school by the Liaison Committee on Medical Education (LCME), as it more clearly outlines the operational structure for our undergraduate and graduate medical education programs with a focus on the establishment of Office of Academic Affairs and a more accurate representation of the administrative structure of JABSOM as seen in its Administration, Finance, and Operations unit.

The reorganization not only reflects a better-organized central administrative unit, which provides support from the JABSOM Dean's Office to all departments and programs in the School but also outlines more logical relationships between operational reports, replacing less logical reports (for instance, Facilities as a report to the Associate Dean of Medical Education, and IT as a report to the Office of Administrative Affairs).

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, reorganizations that:

- a) do not have an impact on BOR policy and/or laws;
 - b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
 - c) do not incur significant additional expenses; or
 - d) do not have significant programmatic impact on the University
- may be approved under delegated authority by the President for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members.

ACTION RECOMMENDED:

It is recommended that you approve the reorganization proposal for the John A. Burns School of Medicine (JABSOM).

APPROVED / DISAPPROVED:



David Lassner
President
University of Hawai'i

31 Aug 2016
Date

Attachments:

- Executive Summary
- Narrative
- Current Organizational Charts and Functional Statements
- Proposed Organizational Charts and Functional Statements
- Attachment 3: BJBT Position Worksheet
- Letters and Responses

EXECUTIVE SUMMARY

Reorganization Proposal
John A. Burns School of Medicine
University of Hawai'i at Mānoa

Executive Summary

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate.

I. Purpose:

Explain the purpose of this reorganization and the anticipated overall impact.

The proposed reorganization is intended to represent a more efficient and carefully considered reporting structure of the organization. JABSOM's reorganization proposal does not require any additional funds, and does not require the creation of new faculty, staff or executive positions. The major change being proposed in this reorganization establishes two distinct offices → the Office of the Associate Dean for Academic Affairs and the Administration, Finance, and Operations office. JABSOM's current organizational charts reflect a structure under the office of the dean that is incongruently aligned and not well defined as a result of many years without a formal reorganization. Thus, this proposal is to clearly identify and distinguish the critical and distinct functions each of the units perform within JABSOM.

JABSOM is the only accredited medical school in the state of Hawaii and serves as Hawaii's physician residency training and education program sponsoring institution. The establishment of the Office of the Associate Dean for Academic Affairs (ADAA) is being proposed in this reorganization (refer to chart II) to capture the complex matrixed organizational structure of JABSOM's medical education program that appropriately aligns with:

- 1) the Association of American Medical Colleges (AAMC) and its Liaison Committee on Medical Education's (LCME) updated accreditation:
 - a. Standard 1 - Mission, Planning, Organization, and Integrity
 - b. Standard 2- Leadership and Administration
 - c. Standard 5-Educational Resources and Infrastructure
- 2) For the Accreditation Council for Graduate Medical Education (ACGME), JABSOM's responsibility as the sponsoring institution, is to ensure the school's organizational structure meets the needs of the residency training and education programs, and
- 3) JABSOM's allied health professional degrees accreditation specifications.

The purpose and establishment of the Administration, Finance and Operations (AFO) office is to organizationally and accurately reconfigure, report and represent JABSOM's existing campus infrastructure and centralized support functions including, but not limited to, fiscal, human resources, communications, telecommunications, networking, grounds keeping and custodial, parking, maintenance, compliance, communications, food services, contracting, budgeting, and legislative reporting. This office serves JABSOM's Kaka'ako location, and its multiple offsite leased community medical center and research space locations. Establishment and modifications to this office and its reporting units and subunits are reflected in chart V of this proposed reorganization. No additional funds are required as a result of establishing this office.

Finally, the proposed reorganization reflects the removal of the Office of Public Health Studies from JABSOM since its reorganization into the School of Social Work was approved in April 2016. This makes for a marked improvement over the current organizational structure, since Public Health has not had a formalized administrative relationship with JABSOM for some time.

The anticipated overall impact of this reorganization will be:

- 1) a strengthened and well-defined Academic Affairs office within JABSOM in which academic resources and potential collaborations will be better served to the benefit of medical students, residents, fellows, and faculty, through major student and faculty development initiatives; and
- 2) a more efficient and effective administrative services office that will provide consistent support to JABSOM units.

II. Major Elements to the Proposal:

Explain or list the key changes being proposed in this reorganization relative to purpose and results.

The following proposed offices and programs are **new** on the proposed organizational chart; however, the newly added/renamed boxes are a representation of units and subunits that have developed or are currently being developed since JABSOM's last reorganization. These units include: Office of Associate Dean for Academic Affairs, Fundamentals of Health Sciences (formerly Basic Sciences Departments), and the Administration, Finance, and Operations office (**Chart I**); Allied/Global and International Health, Faculty Affairs, Promotion and Tenure, Educational Skills Development, Educational Support, Undergraduate Medical Education,

Graduate Medical Education, and Continuing Medical Education (**Chart II**); Office of Global and International Health (**Chart II-A**); Anatomy Lab and Simulation Center (**Chart II-B**); Office of Admissions (**Chart II-C**); Graduate Programs (WASC) (**Chart III**); Area Health Education Center, Center for Native and Pacific Health Disparities Research, and Hyperbaric Treatment Center (**Chart IV**); the Office of Grants Administration, Office of Budget, Surveys, and Reporting Analyst, Office of Risk and Clinical Affairs (formerly Office of Hospital and External Business Affairs), Office of Central Fiscal and Human Resources (formerly Office of Administrative Affairs), Office of Communications, Media, and Government, Office of Special Events and Café, and the Environmental Health and Safety Office, and the Office of Facilities Management and Planning (**Chart V**), and Facilities Management and Maintenance Services (**Chart V-A**). These units/subunits reflect the current School of Medicine operation and are consistent with an efficient and well-organized medical school. Hence, the reorganization will better delineate and codify current operations in addition to strengthening the school's reaccreditation process.

As previously noted, the most significant changes to JABSOM's approved organizational charts include the following:

- 1) The Office of the Associate Dean for Medical Education (ADME) has been re-established as of the Office of the Associate Dean for Academic Affairs (ADAA).
- 2) Under the direction of JABSOM's Chief Financial Officer (CFO), the Administration, Finance, and Operations (AFO) office is being established to integrate the services of fiscal, human resources, networking, telecommunications, clinical affairs risk compliance, public information, media development, budget and reporting, grants management, café management, environmental health and safety, parking and facilities planning and operations management.
- 3) The Office of Public Health has been reorganized into the School of Social Work and has no formal administrative relationship with JABSOM;
- 4) The Allied and Basic Sciences Departments has been renamed to the more appropriate Fundamentals of Health Sciences Departments.
- 5) The accurate representation of subunits (previously existing elsewhere in JABSOM) which will be reporting to the Office of Clinical Sciences departments are the following:
 - a. Area Health Education Center;
 - b. Center for Native and Pacific Health Disparities Research;

c. Hyperbaric Treatment Center.

III. Resource Impact:

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect "None" for each category as appropriate.

A. Budget

1) What is the estimated cost of the reorganization?

- a. No additional cost to JABSOM as there are no net position increases. As stated earlier, new units reflected on this proposed reorganization have existed, but are being codified and reflected in this proposal and require no additional funds.

2) Are additional funds needed?

- a. There will be opportunities for faculty members to take on leadership opportunities under new units. The assignment of a leadership role will be based upon a negotiation between JABSOM administrative leaders (Dean/Associate Dean) and the identified faculty member. In these cases, there may be an increased workload, or a changed workload, which could be addressed with a stipend and/or salary support for a faculty member who chooses to take on an administrative leadership role.
- b. All directorships will be identified not as a result of the reorganization per se, but because their role is an identified need within JABSOM, regardless of the reorganization. Every directorship, enabled by the reorganization or otherwise, will be reviewed and approved per the needs of JABSOM holistically, not as a responsibility dictated only by the reorganization. In this sense, while the proposed reorganization codifies leadership roles—that is, those units requiring faculty oversight. Each unit carries its own responsibilities and accountability.

3) If so, how will the cost of the reorganization be funded?

- a. JABSOM funds will be used to pay stipends or salary support to faculty members who take on leadership roles. No additional funds from the University will be requested or required. Further, there will be no cost to the university for any logistical transitions (relocations, supplies and equipment purchasing) related to this proposed (clarifying) reorganization.

4) Will the reorganization result in cost savings or be cost neutral?

- a. The reorganization will be cost neutral when compared with the existing organizational structure.

B. Operational

- 1) What is the overall impact on faculty and staffing responsibilities, if any?
 - a. Faculty responsibilities will not be affected, although there will be a few additional opportunities for faculty to elect to take on leadership activities within the reorganized JABSOM. Staff responsibilities, as they pertain to staff assigned to specific offices, programs, or projects with JABSOM will not be affected; current staff will continue to support those offices, programs, projects to which they've been assigned.
- 2) Will additional faculty/support personnel be required? No.
- 3) If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization? Not applicable.
- 4) Will there be a reduction in faculty/staff?
 - a. No planned reduction, but greater efficiency may eliminate the need to fill a position left empty through attrition
- 5) If so, what steps have been taken to ensure proper consultation? N/A.
- 6) Identify faculty/staff positions impacted by the anticipated changes.

The positions impacted by this reorganization are listed in the Narrative under Section III.B.4.

C. Space

- 1) Will additional space outside own resources/allocations be required?
No.
- 2) If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted? N/A

IV. Consultation:

Explain or list the individuals and groups consulted and the key comments/feedback received.

Consultation occurred with JABSOM and UHCC faculty and staff on a number of occasions. Based on extensive consultation and discussion between UH administrators, unions, and JABSOM and UHCC faculty and staff, Dean

Hedges has elected to implement the reorganization of Kaka'ako Health Sciences in two phases. The first phase represents the reorganization of JABSOM that would be suitable for LCME accreditation purposes, with a focus on the establishment of Office of Academic Affairs and a more accurate representation of the administrative structure of JABSOM as seen in its Administration, Finance, and Operations unit.

The second phase is the proposed reorganization of JABSOM and the UHCC on a larger campus basis for greater administrative and operational efficiencies creating the mechanism for additional fiscal savings. This second phase will be advanced after appointment of a new UHCC Director, presuming continued support of the full reorganization by UH Mānoa leadership.

V. Implementation:

Explain how and when this reorganization will be implemented. Identify anticipated effective date.

Upon approval of this reorganization proposal: The reorganization reflects current organization and function of the medical school only (excludes the UH Cancer Center) and will permit formal identification of leadership positions under the ADAA with existing personnel. These faculty leaders will guide and direct activities to better support medical students, residents and fellows in their medical education endeavors, and faculty in their faculty development endeavors. For Administration, Finance, Finance and Operations, JABSOM's CFO will work through existing staff leadership to strengthen organizational ties and promote administrative efficiencies.

NARRATIVE

Reorganization Proposal
John A. Burns School of Medicine
University of Hawai'i at Mānoa

Narrative

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate.

I. **INTRODUCTION:**

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

The John A. Burns School of Medicine (JABSOM) opened as a two-year institution in 1965 and became a four-year medical school in 1973. JABSOM moved to its Kaka'ako facility on September 16, 2005.

One of JABSOM's primary missions is to train physicians for Hawai'i and the Pacific. More than 50% of practicing physicians in Hawai'i are graduates or faculty members of JABSOM or affiliated Hawai'i Residency Programs or serve as compensated faculty members. The school has a faculty of 200 full-time and more than 1,000 volunteers and a teaching relationship with all major community hospitals throughout the main Hawaiian island of O'ahu. Medical students learn in an innovative, student-centered, problem-based curriculum (PBL) that emphasizes critical thinking, medical simulation-based experiences and life-long learning skills.

Students at JABSOM may be candidates for the Doctor of Medicine (MD); Master of Science (MS) or Doctor of Philosophy (PhD) in basic science or clinical research; Master's Degree in Communication Sciences Disorders; or Bachelor of Science degree in Medical Technology.

JABSOM's three basic science and ten clinical science departments' faculty educate JABSOM's student body, teach several UH Mānoa undergraduate and graduate courses, conduct research, and provide community service. For the last three years, JABSOM ranked #1 in total National Institutes of Health (NIH) research awards among community-based public medical schools (i.e., public medical schools without a university hospital), and also ranked in the top 75 in Research – tied at 74 with the Robert Wood Johnson School of Medicine at Rutgers University. Last year JABSOM's research ranked number 78 in the 2016 U.S. News and World Report.

In December 2014, shortly after JABSOM Dean, Jerris Hedges, was appointed as University of Hawai'i Cancer Center (UHCC) Interim Director, Dean Hedges assembled leadership from both JABSOM and UHCC and discussed a new vision for the Kaka'ako campus and its departments, programs, offices, and projects.

However, the timeline for approval of a proposed reorganization of JABSOM and UHCC into a single unit, Kaka'ako Health Sciences, was not conducive to a smooth accreditation process for JABSOM by the Liaison Committee on Medical Education (LCME), JABSOM's accrediting body. Dean Hedges chose to propose a reorganization of JABSOM that would be suitable for LCME accreditation purposes, with a focus on the establishment of Office of Academic Affairs and a more accurate representation of the administrative structure of JABSOM as seen in its Administration, Finance, and Operations unit, and placed the proposed reorganization of JABSOM and the UHCC on hold.

- B. Specify the objective/goals of the new/restructured unit(s) involved in the reorganization.

JABSOM has reorganized its Office of Academic Affairs, formerly referred to as the Office of the Associate Dean of Medical Education. The restructured office strengthens and better defines JABSOM's academic missions that encompasses post bachelorette and medical doctorate education, graduate medical education (i.e. physician residency and fellow programs), health and allied science masters of science and PhDs, bachelors in medical technology, international programs, continuing medical education, faculty development and scholarship, library and simulation. This office will be led by JABSOM's Associate Dean of Academic Affairs (formerly the Associate Dean of Medical Education position) who will align academic resources and potential collaborations to the benefit JABSOM's faculty and the entire JABSOM student body.

Additionally, the proposed reorganization is to reconfigure how administrative services are represented organizationally. The unit Administration, Finance, and Operations (AFO) will provide consistent fiscal, HR, IT, risk compliance, public information, media development, environmental health and safety, budget and reporting, grants management and facilities planning and operations management support to JABSOM, guided by State and federal laws, UH policies and procedures, and executed through shared processes. New and existing offices that comprise the AFO include the Office of Central Fiscal and Human Resources (to include the Office of Human Resources), Office of Grants Administration, Office of Risk and Clinical Affairs, Office of Communications, Media and Government, Environmental Health & Safety

Office, Office of Information Technology, Office of Special Events and Café Management, Office of Budget, Surveys, and Reporting, and Office of Facilities Management and Planning.

II. RATIONALE FOR REORGANIZATION:

A. Provide background and relevant historical information.

Since the timeline for approval of a proposed reorganization of JABSOM and UHCC into a single unit, Kaka'ako Health Sciences, was not conducive to a smooth accreditation process by the LCME, Dean Hedges chose to propose a reorganization of JABSOM that would focus on the re-establishment of the Office of Academic Affairs and to reflect a more accurate representation of the administrative structure of JABSOM as seen in its Administration, Finance, and Operations office. To address the updated LCME accreditation standards pending JABSOM's upcoming accreditation site visit and to clarify JABSOM current operations, JABSOM has developed this reorganization proposal to codify key existing educational units that have not been reflected on the approved organizational chart. The reorganizational proposal will identify the resources and units to accurately illustrate the evolved organizational structure of JABSOM.

B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorganization is consistent with the University's strategic, program and financial plans.

The proposed reorganization is intended to represent a more efficient and carefully considered reporting structure of the organization. JABSOM's reorganization proposal does not require any additional funds, and does not require the creation of new faculty, staff or executive positions. The major change being proposed in this reorganization establishes two distinct offices → the Office of the Associate Dean for Academic Affairs and the Administration, Finance, and Operations office. JABSOM's current organizational charts reflect a structure under the office of the dean that is incongruently aligned and not well defined as a result of many years without a formal reorganization. Thus, this proposal is to clearly identify and distinguish the critical and distinct functions each of the units perform within JABSOM.

JABSOM is the only accredited medical school in the state of Hawaii and serves as Hawaii's physician residency training and education program sponsoring institution. The establishment of the Office of the Associate Dean for Academic Affairs (ADAA) is being proposed in this reorganization

(refer to chart II) to capture the complex matrixed organizational structure of JABSOM's medical education program that appropriately aligns with:

1. the Association of American Medical Colleges (AAMC) and its Liaison
 - a. Committee on Medical Education's (LCME) updated accreditation:
 - b. Standard 1 - Mission, Planning, Organization, and Integrity
 - c. Standard 2 - Leadership and Administration
 - d. Standard 5 - Educational Resources and Infrastructure
2. For the Accreditation Council for Graduate Medical Education (ACGME), JABSOM's responsibility as the sponsoring institution, is to ensure the school's organizational structure meets the needs of the residency training and education programs, and
3. JABSOM's allied health professional degrees accreditation specifications.
4. The purpose and establishment of the Administration, Finance and Operations (AFO) office is to organizationally and accurately reconfigure, report and represent JABSOM's existing campus infrastructure and centralized support functions including, but not limited to, fiscal, human resources, communications, telecommunications, networking, grounds keeping and custodial, parking, maintenance, compliance, communications, food services, contracting, budgeting, and legislative reporting. This office serves JABSOM's Kaka'ako location, and its multiple offsite leased community medical center and research space locations. Establishment and modifications to this office and its reporting units and subunits are reflected in chart V of this proposed reorganization. No additional funds are required as a result of establishing this office.
5. Finally, the proposed reorganization reflects the removal of the Office of Public Health Studies from JABSOM since its reorganization into the School of Social Work was approved in April 2016. This makes for a marked improvement over the current organizational structure, since Public Health has not had a formalized administrative relationship with JABSOM for some time.

The anticipated overall impact of this reorganization will be:

1. A strengthened and well-defined Academic Affairs office within JABSOM in which academic resources and potential collaborations will be better served to the benefit of medical students, residents, fellows, and faculty, through major student and faculty development initiatives; and

2. A more efficient and effective administrative services office that will provide consistent support to JABSOM units.

C. Explain other alternatives explored.

The option of operating under the current structure is not viable and thus this reorganization proposal to improve the existing structure has been submitted.

D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

The AFO unit consolidation of JABSOM's administrative functions, business services, and facilities operations, under the leadership of JABSOM's chief financial officer (CFO), will apply a team based collaborative matrix management model to oversee the various AFO units. Unifications of the AFO units will enhance working relationships and provide clearer workflow processes for faculty, staff and students, and streamline communication with other University departments.

In addition, the ADAA will be better directed under a consistent vision set into place by the Dean of JABSOM and the prospective Associate Dean for Academic Affairs, to ensure that all offices under the ADAA are more closely aligned in communication, mission, and delivery of high-quality education for medical students, residents, and fellows.

E. List the group that will be impacted by the reorganization and whether they have been informed/consulted.

The following JABSOM groups have been consulted and input incorporated into the revised organizational plan as presented:

- JABSOM Administrative Staff
- JABSOM Faculty Senate
- JABSOM Executive Committee
- JABSOM Faculty

In April of 2016, JABSOM obtained feedback from the University of Hawai'i Professional Assembly (UHPA), the Hawai'i Governmental Employees Association (HGEA), United Public Workers (UPW), and the University of Hawai'i at Mānoa Faculty Senate Executive Committee (SEC) regarding the initial reorganization proposal to merge JABSOM and UHCC into Kaka'ako Health Sciences. No substantive concerns about the proposed reorganization of JABSOM's ADAA unit from the previously established ADME unit were raised. At that time, the SEC noted: "Some of

the reorganization issues that affect the operation of the Medical School alone have not been considered in this report as there appears to be a majority of JABSOM faculty in favor of those changes." UHPA stated, "It is noteworthy that there is reference to an Office of Faculty Affairs that will deal with Tenure and Promotion. This suggests that there will be a change from the UH Mānoa VCAA as the administrative office implementing contractually recognized procedures," to which we responded, in writing, that "the Promotion and Tenure Office does not have any decision making capacity that would abrogate current policies. It's simply a resource for our faculty members who are planning to apply for promotion and/or tenure. The office provides guidance to JABSOM faculty on promotion and tenure procedures at JABSOM and UHM. This office has been highly successful in working with departmental chairs and others to help mentor the faculty member in regards to the necessary steps in preparing for promotion and tenure, especially in preparing a successful dossier."

Of the consulting bodies, UHPA, HGEA, and the SEC did ask that the full campus reorganization be delayed until a new UHCC Director was appointed.

The proposed reorganization of JABSOM and the UHCC into Kaka'ako Health Sciences has been shelved until a later date, so that JABSOM can focus on establishing its ADAA unit and accurately representing its administrative structure.

On July 5, 2016 the proposed organizational charts and functional statements for the JABSOM reorganization were sent out from Dr. Hedges to solicit feedback from JABSOM faculty and staff. Feedback was received and addressed as appropriate and functionally applicable.

On August 15, 2016 JABSOM Administration met with the Mānoa Faculty Senate Executive Committee (MFSEC). The MFSEC recommended that a vote be collected for the full proposed reorganization chart through the JABSOM Faculty Senate, and that this JABSOM only (i.e. excluding any reference or inclusion of UH Cancer Center faculty, staff or operations) clearly articulates and clarifies that the proposed reorganization reflects current operations (without additional cost) and codifies an operational structure consistent with accreditation needs.

- F. Outline the benefits achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and whether the reorganization will minimize confusion over authority, roles and confusion.

Regarding new and existing units under the ADAA, diverse functions are assigned to these units that may have distinct purviews, but are aligned in purpose. Chart II (Office of the Associate Dean for Academic Affairs) reflects the ADAA having direct oversight over the Office of Faculty Affairs, Graduate Medical Education Office, and the Office of Continuing Medical Education, Allied / Global and International Health (Chart II-A), Educational Support (Chart II-B), and the Office of Undergraduate Medical Education (Chart II-C). As these units all work within the continuum of education operations at JABSOM, and their functions and reporting structures are more clearly reflected in the proposed organization chart.

EXISTING units not reflected on the currently approved organizational chart, but reflected as NEW in this proposal under the ADAA include (units require no additional funds):

1. The Office of Faculty Affairs, which includes the Promotion and Tenure Office and the Educational Skills Development Office, and is responsible for the coordination and administration of professional development services to JABSOM faculty, and assists faculty to ascertain and obtain resources and information for all issues related to faculty development. As part of the complement to this office, the Promotion and Tenure Office, and independent support unit to Faculty Affairs, provides guidance to JABSOM faculty on promotion and tenure procedures at JABSOM and UHM, which allows for clinical and basic sciences faculty to gain insight on the expectations and timelines associated with promotion and tenure at the University. The Educational Skills Development Office offers workshops and one-on-one advisement to faculty who seek to further refine their teaching skills at JABSOM. These services are offered centrally from the JABSOM Dean's Office, but may also be provided on-site to clinical departments on an as-needed basis.
2. The Graduate Medical Education Office, which provides oversight and administration of Graduate Medical Education (GME) for all GME programs under JABSOM, in accordance with the Accreditation Council Graduate Medical Education. GME works with the JABSOM departments to train specialty and subspecialty physicians and develop environments in hospitals, clinics, and community settings in which patient care, health promotion, and academic excellence are sustained.
3. The Office of Continuing Medical Education, which oversees JABSOM sponsored CME functions and activities, in compliance with physician licensing and Liaison Committee on Medical Education (LCME) requirements. The Office collaborates with outside entities such as the

Hawai'i Medical Association to advance life-long learning for health providers in Hawai'i.

4. Allied / Global and International Health, which includes the Department of Medical Technology, The Department of Communications, Sciences and Disorders, and The Office of Global and International Health, and which provides training and education for health care professions other than nursing or medicine (medical personnel), and provides high-quality educational opportunities for medical students outside of the United States, where educational and licensure standards are different from country to country. The Office of Global and International Health, which serves as an independent support office to Allied /Global and International Health, and provides educational opportunities to learners from countries outside the United States, exposing these international students to the unique curricula of JABSOM, which includes gaining skills in a Problem-Based Learning (PBL) environment and in navigating various clinical settings.
5. Educational Support, which includes Anatomy Lab, Kaka'ako Health Sciences Library, and Simulation Center, provides educational resources for medical and graduate students, faculty, and researchers at various stages of learning and professional development . The Anatomy Lab, which serves as an independent support office to the Educational Support unit , provides an opportunity for medical students to engage in medical learning through preserved cadavers, further deepening students' understanding of the human body's complex functions. The Simulation Center (also known as SimTiki) is the healthcare simulation based healthcare education center at JABSOM. SimTiki facilitates over 3,000 simulation based training encounters annually.
6. The Office of Undergraduate Medical Education (i.e. medical doctorate degree) includes the Office of Admissions, 'Imi Ho'ōla Program, the Office of Student Affairs, and the Office of Medical Education. The faculty director of this office assists the ADAA and the Dean in overseeing all medical student education operations at JABSOM. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. The Office of Admissions an independent support unit to the Office of Undergraduate Medical Education, directs the medical student admissions application process including but not limited to maintenance of application and academic records to insure compliance with confidentiality and privacy requirements, including facilitating scholarship awards to incoming students for JABSOM.

EXISTING units reflected on the currently approved organizational chart now reporting to the ADAA include (units require no additional funds):

1. Department of Medical Technology which, as a member of the Allied Health family, more appropriately reports under Allied / Global and International Health.
2. Department of Communication Sciences and Disorders which, as a member of the Allied Health family, more appropriately reports under Allied / Global and International Health,
3. Kaka'ako Health Sciences Library, which currently reports to the Associate Dean for Medical Education, in in the proposed reorganization more appropriately reflected as an Educational Support unit under the ADAA.
4. The 'Imi Ho'ōla program, which currently reports to the Department of Native Hawaiian Health but is more appropriately aligned with the functions of offices under the Office of Undergraduate Medical Education.
5. The Office of Student Affairs, which is currently a direct report to the Dean of JABSOM but is more appropriately aligned with the functions of offices under The Office of Undergraduate Medical Education.
6. The Office of Medical Education, which currently reports to the Associate Dean for Medical Education but is more appropriately aligned with the functions of offices under The Office of Undergraduate Medical Education.

With regard to the Administration, Finance, and Operations (AFO) office, the reorganization will accurately represent direct reports under the leadership of JABSOM's chief financial officer (CFO), thereby minimizing confusion over authority and roles in different offices.

EXISTING units not reflected on the currently approved organizational chart, but reflected as NEW in this proposal under the AFO include (units require no additional funding):

1. The Office of Central Fiscal and Human Resources, which combines the functions of the currently approved Office of Administrative Affairs and Office of Human Resources into a combined unit under an Administrative Services Manager.
2. The Office of Grants Administration, which facilitates the grants preparation and submittal process.

3. The Office of Risk and Clinical Affairs (formerly Hospital and External Business Affairs).
4. The Office of Communications, Media and Government, which is responsible for providing information updates, and for the generation and dissemination of news items of value to JABSOM and the community.
5. The Environmental Health and Safety Office, which was moved from Facilities Management and Planning in the currently approved chart and shown to have a centralized administrative/operational function.
6. The Office of Special Events and Café Management, which liaises with the community by providing informational tours for visitors to JABSOM, facilitating all Dean's office donor, recognition, convocation, and incoming medical student and residency events, and oversees JABSOM's café management and business processes resulting from the use of JABSOM facilities as a space to hold special community related events.
7. The Office of Budget, Surveys, and Reporting Analyst, which administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's departmental budgets in addition to preparing legislative reporting requirements due to JABSOM separate UH legislative reporting line.

III. **IMPACT ON RESOURCES AND THE UNIVERSITY:**

Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

A. **Impact on budget resources:**

1. What is the estimated cost of the reorganization? No additional cost to JABSOM as there are no net position increases. As stated above, new units reflected on this proposed reorganization have existed, but are being codified and reflected in this proposal and which will require no additional funds.
2. Are additional funds needed?
 - a. There will be opportunities for faculty members to take on leadership opportunities under new units. The assignment of a leadership role will be based upon a negotiation between JABSOM administrative leaders (Dean/Associate Dean) and the identified faculty member. In these cases, there may be an increased workload, or a changed workload, which could be addressed with a stipend and/or salary support for a faculty

member who chooses to take on an administrative leadership role within the Dean's Office.

- b. All directorships will be identified not as a result of the reorganization per se, but because their role is an identified need within JABSOM, regardless of the reorganization. Every directorship, enabled by the reorganization or otherwise, will be reviewed and approved per the needs of JABSOM holistically, not as a responsibility dictated only by the reorganization. In this sense, while the proposed reorganization codifies leadership roles—that is, those units requiring faculty oversight. Each unit carries its own responsibilities and accountability.
3. If so, how will the cost of the reorganization be funded?
 - a. JABSOM funds will be used to pay stipends or salary support to faculty members who take on leadership roles. No additional funds from the University will be requested or required. Further, there will be no cost to the university for any logistical transitions (relocations, supplies and equipment purchasing) related to this proposed (clarifying) reorganization.
4. Will the reorganization result in cost savings or be cost neutral?
 - a. The reorganization will be cost neutral when compared with the existing organizational structure.

B. Impact on Operational Resources:

1. What is the overall impact on faculty and staffing responsibilities, if any? Faculty responsibilities will not be affected, although there will be a few additional opportunities for faculty to elect to take on leadership activities within the reorganized JABSOM. Staff responsibilities, as they pertain to staff assigned to specific offices, programs, or projects with JABSOM will not be affected; current staff will continue to support those offices, programs, projects to which they've been assigned.
2. Will additional faculty/support personnel be required? No.
3. If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization? Not Applicable.
4. Will there be a reduction in faculty/staff? No planned reduction, but greater efficiency may eliminate the need for refilling a position left empty through attrition.
5. If so, what steps have been taken to ensure proper consultation? N/A.
6. Identify faculty/staff positions impacted by the anticipated changes.
 - a. Chart I

- i. #89077 moved from Chart II (Office of the Dean) to Chart I (Office of the Dean)
- ii. #24033 moved from Chart II (Office of the Dean) to Chart I (Office of the Dean)

b. Chart II (Office of the Associate Dean of Academic Affairs)

- i. #89075 moved from Chart II (Associate Dean for Medical Education) to Chart II Associate Dean for Academic Affairs)
- ii. #84961 moved from Chart V (Medicine) to Chart II (Graduate Medical Education) (0.25)

c. Chart II-A (Office of the Associate Dean for Academic Affairs - Allied / Global and International Health)

- i. #82126 moved from Chart IV to Chart II-A (Medical Technology) (.45)
- ii. #84340 moved from Chart IV to Chart II-A (Medical Technology) (.20)
- iii. #84955 moved from Chart IV to Chart II-A (Medical Technology) (.35)
- iv. #86213 moved from Chart IV to Chart II-A (Medical Technology) (.35)
- v. #86735 moved from Chart IV to Chart II-A (Medical Technology)
- vi. #87251 moved from Chart IV to Chart II-A (Medical Technology) (.45)
- vii. #88696 moved from Chart IV to Chart II-A (Medical Technology) (.20)
- viii. #82146 moved from Chart IV to Chart II-A (CSD) (.25)
- ix. #82457 moved from Chart IV to Chart II-A (CSD) (.50)
- x. #82600 moved from Chart IV to Chart II-A (CSD) (.50)
- xi. #83869 moved from Chart IV to Chart II-A (CSD)
- xii. #84644 moved from Chart IV to Chart II-A (CSD)
- xiii. #85304 moved from Chart IV to Chart II-A (CSD) (.50)
- xiv. #86199 moved from Chart IV to Chart II-A (CSD) (.50)
- xv. #83586 moved from Chart IV to Chart II-A (CSD)

d. Chart II-B (Office of the Associate Dean for Academic Affairs – Educational Support)

- i. #82256 moved from Chart II to Chart II-B (Library)
- ii. #85854 moved from Chart II to Chart II-B (Library)
- iii. #88953 moved from Chart II to Chart II-B (Library)
- iv. #78590 moved from Chart II to Chart II-B (Library)
- v. #78610 moved from Chart II to Chart II-B (Library)
- vi. #900221 moved from Chart II to Chart II-B (Library)

- vii. #83236 moved from Chart V (Medicine) to Chart II-B (Simulation Center) (.49)

e. Chart II-C (Office of the Associate Dean of Academic Affairs – Undergraduate Medical Education)

- i. #70163 moved from Chart II (OME) to Chart II-C (Admissions) (.49)
- ii. #82824 moved from Chart V to Chart II-C (Imi Ho'ola)
- iii. #85893 moved from Chart V to Chart II-C (Imi Ho'ola) (.50)
- iv. #86057 moved from Chart V to Chart II-C (Imi Ho'ola) (.50)
- v. #86332 moved from Chart V to Chart II-C (Imi Ho'ola)
- vi. #88902 moved from Chart V to Chart II-C (Imi Ho'ola)
- vii. #85707 moved from Chart II to Chart II-C (OSA) (.50)
- viii. #79198 moved from Chart II to Chart II-C (OSA)
- ix. #80643 moved from Chart II to Chart II-C (OSA)
- x. #78933 moved from Chart II to Chart II-C (OSA)
- xi. #83245 moved from Chart II to Chart II-C (OME)
- xii. #85035 moved from Chart II to Chart II-C (OME) (.50)
- xiii. #85456 moved from Chart II to Chart II-C (OME) (.75)
- xiv. #88464 moved from Chart II to Chart II-C (OME) (.49)
- xv. #88499 moved from Chart II to Chart II-C (OME) (.49)
- xvi. #88890 moved from Chart II to Chart II-C (OME) (.50)
- xvii. #88970 moved from Chart II to Chart II-C (OME) (.49)
- xviii. #43598 moved from Chart II to Chart II-C (OME)
- xix. #78783 moved from Chart II to Chart II-C (OME)
- xx. #79142 moved from Chart II to Chart II-C (OME)
- xxi. #80171 moved from Chart II to Chart II-C (OME)
- xxii. #80525 moved from Chart II to Chart II-C (OME)
- xxiii. #78233 moved from Chart II to Chart II-C (OME)
- xxiv. #85823 moved from Chart II (OME) to Chart II-C (OME) (.50)

f. Chart III (Fundamentals of Health Science – formerly Basic Sciences)

- i. #83878 moved from Anatomy to IBR
- ii. #82858 moved from Tropical Medicine to Biostatistics
- iii. #86194 moved from Chart II (Office of the Dean) to Chart III (Biostatistics)
- iv. #85668 moved from Chart IV (Medicine) to Chart III (Biostatistics) (.25)
- v. #84994 moved from Chart IV (Medicine) to Chart III (Tropical Medicine) (.75)
- vi. #88361 swept to Chancellor's Pool (.41)

- vii. #83651, per agreement with faculty member, moved from Chart IV (Complementary and Alternative Medicine) to Chart III (Fundamentals of Health Sciences Departments)

g. Chart IV (Clinical Sciences Departments)

- i. #83979 moved from Chart IV (Tropical Medicine) to Chart IV (Medicine)
- ii. #82791 moved from Medicine to CCR
- iii. #82194 moved from Medicine to CCR
- iv. #82978 moved from Medicine to CCR
- v. #85664 moved from Medicine to MRI
- vi. #84152 moved from Medicine to MRI (.55)
- vii. #83495 moved from Medicine to MRI (.25)
- viii. #70171 moved from Medicine to HICFA (.40)
- ix. #83526 moved from CAM to AHEC (.25)
- x. #80186 moved from Medicine the Native Hawaiian Health
- xi. #87136 moved from Geriatrics to Surgery (.50)
- xii. #83300 added to NHCOE pending Budget approval (no count)
- xiii. #83906 issued from Chancellor's Pool (#82589) (.50)
- xiv. #87034 issued from Chancellor's Pool (#82159)
- xv. #83671 issued from Chancellor's Pool (#84654)
- xvi. #84030 issued from Chancellor's Pool (#84534 (.27), #88361 (.41), #84146 (.40)
- xvii. #88679 abolished; 0.25 FTE moved to #88890
- xviii. #88432 increase FTE from .35 to .43 from 1.08 issued for #84030
- xix. #84146 swept to the Chancellor's Pool (.40)
- xx. #85805 reduced FTE from .24 to 0, .05 FTE to #82520, .05 FTE to #83099 and .14 FTE to #85665
- xxi. #82520 increased FTE from .10 to .15, .05 FTE from #85805
- xxii. #83099 increased FTE from .10 to .15, .05 FTE from #85805
- xxiii. #85665 increased FTE from .25 to .39, .05 FTE from #85805
#82997 moved from Native Hawaiian Health to Native and Pacific Health Disparities Research to reflect dedicated faculty position for unit

h. Chart V (Administration, Finance, and Operations)

- i. #77048 moved from Chart II (OFAA) to Chart V (OCFHR)
- ii. #80008 moved from Chart II (OFAA) to Chart V (OCFHR)
- iii. #80170 moved from Chart II (OFAA) to Chart V (OCFHR)
- iv. #80185 moved from Chart II (OFAA) to Chart V (OCFHR)
- v. #80081 moved from Chart II (OFAA) to Chart V (OCFHR)

- vi. #80007 moved from Chart II (OFAA) to Chart V (OCFHR)
- vii. Per agreement with staff member, #77100 moved from Chart II (OME) to Chart V (OCFHR)
- viii. #81516 moved from Chart II (Human Resources) to Chart V (OCFHR)
- ix. #80091 moved from Chart II (Human Resources) to Chart V (OCFHR)
- x. #77453 moved from Chart II (OFAA) to Chart V (OCFHR); #24032 Abolished/Count used to establish
- xi. #80011 moved from Chart II (Hospital and External Business Affairs) to Chart VII (Risk and Clinical Affairs)
- xii. #79901 moved from Chart II (Office of the Dean) to Chart V (IT)
- xiii. #79195 moved from Chart II (IT) to Chart V (IT)
- xiv. #79996 moved from Chart II (IT) to Chart III (Anatomy)
- xv. #78025 moved from Chart II (Facilities) to Chart V (EHSO)
- xvi. #79973 moved from Chart II (IT) to Chart V (IT)
- xvii. #79951 moved from Chart II (IT) to Chart V (IT)
- xviii. #79962 moved from Chart II (IT) to Chart V (IT)
- xix. #79963 moved from Chart II (IT) to Chart V (IT)
- xx. #80026 moved from Chart II (IT) to Chart V (IT)
- xxi. #81590 moved from Chart II (IT) to Chart V (IT)
- xxii. #79921 moved from Chart II (IT) to Chart V (IT)
- xxiii. #79213 moved from Chart II (Office of the Dean) to Chart I (Office of the Dean)
- xxiv. #80365 moved from Chart II (Office of the Dean) to Chart V (Budget, Surveys, and Reporting Analyst)
- xxv. Per agreement with staff member, #81037 moved from Chart III (Anatomy) to Chart V (OCFHR)
- xxvi. #89490 moved from Chart II (Office of the Dean) to Chart V (Administration, Finance, and Operations)
- xxvii. #13479 moved from Chart II (Office of the Dean) to Chart V (Administration, Finance, and Operations) to reflect historic supervisory relationship under #89490 (Chief Financial Officer)

i. Chart V-A (Facilities Management and Planning)

- i. #78540 moved from Chart II (Facilities) to Chart V-A (Facilities)
- ii. #77697 moved from Chart II (Facilities) to Chart V-A (Facilities)
- iii. #77967 moved from Chart II (Facilities) to Chart V-A (Facilities)

- iv. #77696 moved from Chart II (Facilities) to Chart V-A (Maintenance)
- v. #77692 moved from Chart II (Facilities) to Chart V-A (Maintenance)
- vi. #900661 moved from Chart II-A (Maintenance Services) to Chart VII-A (Maintenance)
- vii. #900662 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)
- viii. #900663 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)
- ix.* #900658 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)
- x. #900674 moved from Chart II-A (Custodial Unit II) to Chart V-A (Custodial Unit II) (.50)
- xi. #900664 moved from Chart II-A (Custodial Unit II) to Chart V-A (Facilities Management and Maintenance Services)
- xii. #900665 moved from Chart II-A (Custodial Unit II) to Chart V-A (Custodial Unit II) (.50)
- xiii. #900666 moved from Chart II-A (Custodial Unit II) to Chart V-A (Custodial Unit II) (.50)--increased to 1.00 with 0.50 FTE from 900669
- xiv. #900666 moved from Chart II-A (Custodial Unit II) to Chart V-A (Custodial Unit II) (.50)
- xv. #900667 moved from Chart II-A (Custodial Unit II) to Chart V-A and abolished—0.50 FTE to #900664
- xvi. #900668 moved from Chart II-A (Custodial Unit II) to Chart V-A (Custodial Unit II) (.50)
- xvii. #77941 moved from Chart II-A (Custodial and Grounds) to Chart V-A (Custodial and Grounds)
- xviii. #900675 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50)
- xix. #900669 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50) abolished with 0.50 FTE to #900666
- xx. #900670 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50)
- xxi. #900671 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50)
- xxii. #900672 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50)
- xxiii. #900673 moved from Chart II-A (Custodial Unit III) to Chart V-A (Custodial Unit III) (.50)
- xxiv. #900659 moved from Chart II-A (Grounds Services) to Chart V-A (Grounds Services)

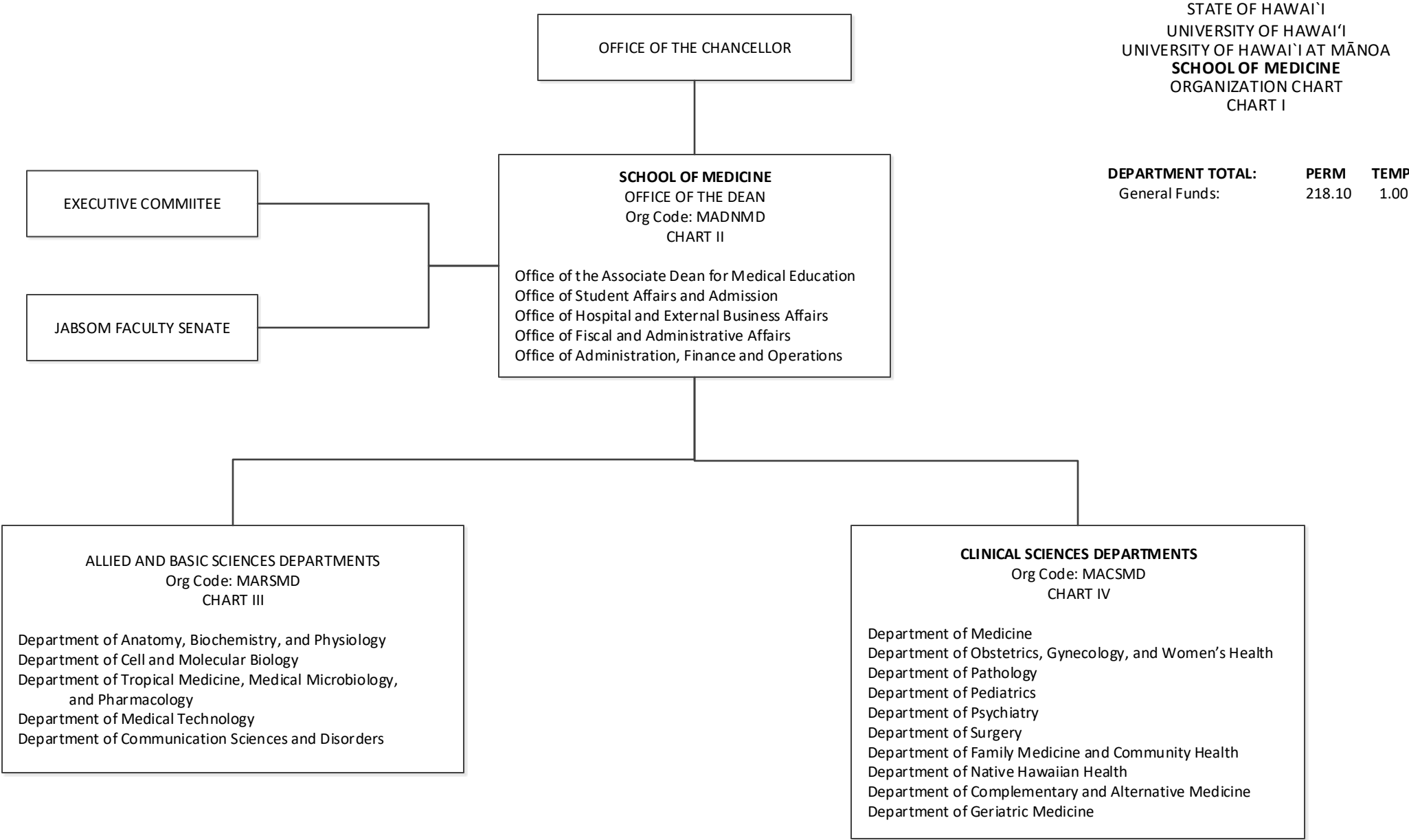
- xxv. #900650 moved from Chart II-A (Grounds Services) to Chart V-A (Grounds Services)
- xxvi. 78617 moved from Chart II (Facilities) to Chart VII-A (Parking)
- xxvii. #77776 moved from Chart II (Facilities) to Chart VII-A (Parking)

C. Impact on space resources:

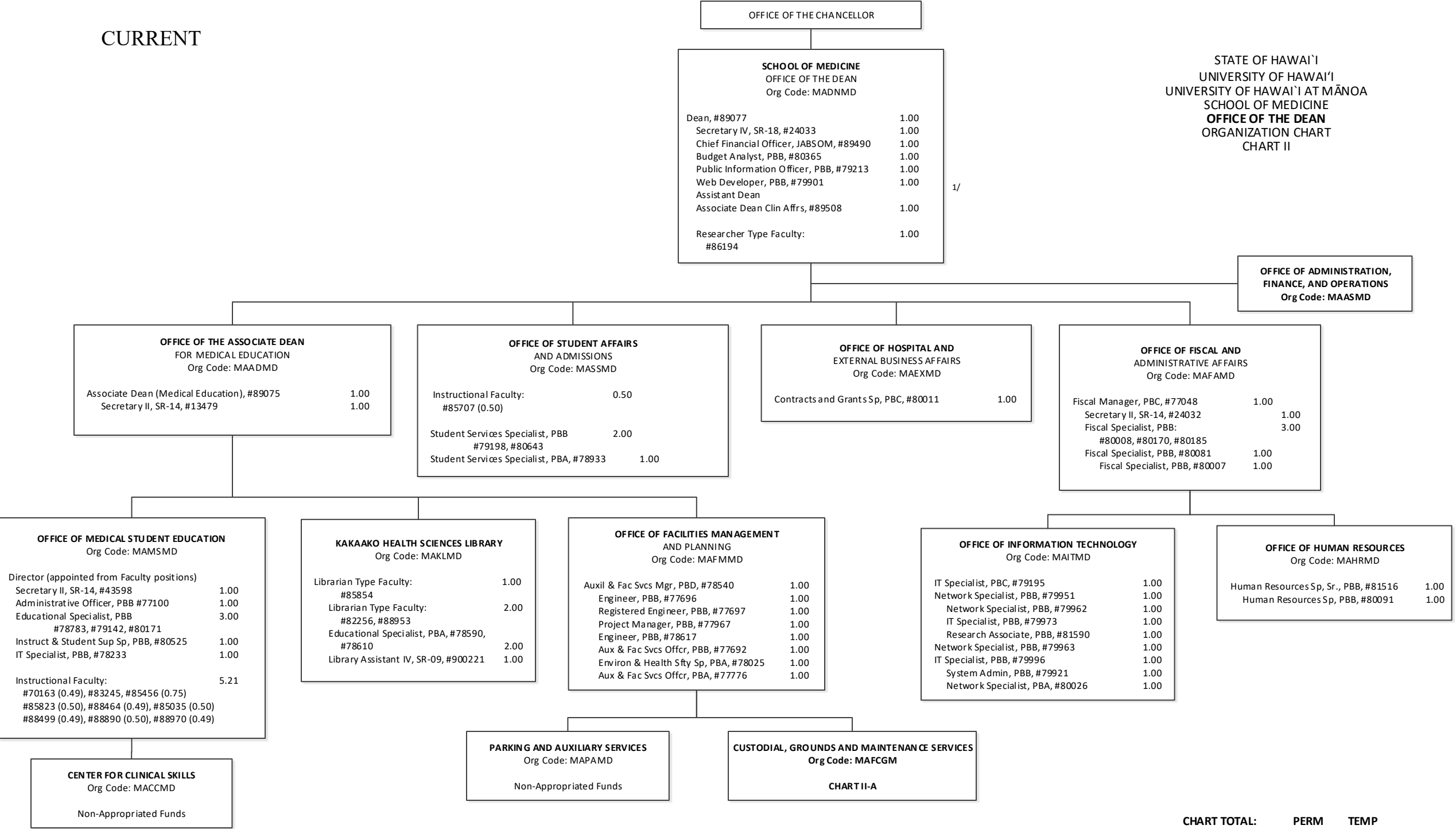
1. Will additional space outside own resources/allocations be required?
No.
2. If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted? N/A

**CURRENT
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

CURRENT



CURRENT



1/ Assistant Dean position in the Office of the Dean to be re-established

CHART TOTAL:	PERM	TEMP
General Funds:	58.71	--

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN – Org Code: MADNMD

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. It is 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. It 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, and is responsible for general program development in accord with Legislative mandate and University policies.

Advisory Groups to the Dean:

Executive Committee: The JABSOM Executive Committee is responsible for recommending policies to the Dean and for serving as the liaison between the Dean and the faculty by discussing all matters brought before it.

JABSOM Faculty Senate: The JABSOM Faculty Senate, which operates under separate bylaws, functions as a representative body of the JABSOM faculty. It obtains broadly based faculty input regarding affairs of JABSOM and makes recommendations to or advises the Dean and Executive Committee on all matters brought before it. The President and Vice President of the faculty senate are elected by members of the JABSOM senate and serve as members of the JABSOM Executive Committee.

OFFICE OF ADMINISTRATION, FINANCE, AND OPERATIONS – Org Code: MAASMD

The Office of Administration, Finance, and Operations provides leadership and management over administrative functions, services, and operations for all of JABSOM in the functional areas of budget, finance and administration, human resources, facilities, information technology, and hospital/external business affairs. This office assists the Dean in overseeing all financial operations and the day-to-day administration of JABSOM. Finally, this office works under the Dean's direction to prepare and monitor budgets, develop long- and short-range strategic and business plans to enhance revenue, develop compensation research and teaching incentive plans, provide overall property and space management, and serves as JABSOM's financial liaison to the school's affiliated non-profit organizations (i.e. UCERA, Kapi'olani Medical Specials, Hawai'i Residency Programs).

OFFICE OF THE ASSOCIATE DEAN FOR MEDICAL EDUCATION – Org Code: MAADMD

The Office of the Associate Dean for Medical Education assists the Dean in overseeing all of the medical education operations. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. It focuses on the continuum of education, including post-baccalaureate (Imi Ho'Ola) program, medical school, residency/fellowship, and post-graduation continuing medical educational formats. It is also responsible for working and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integration of their teaching effort through the departments and Office of Medical Student Education.

CURRENT

Office of Medical Student Education – Org Code: MAMSMD

The Office of Medical Student Education (MSE) is 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.

Center for Clinical Skills – Org Code: MACCMD

The Center for Clinical Skills (CCS) is responsible for the provision of standardized patient training for core educational activities in the required curricular unit for the first two years of medical school; clinical skills evaluation for three of the six required third year clinical rotations in pediatrics, internal medicine, and family medicine; and the required fourth year geriatrics rotation. This includes training for a comprehensive clinical examination that is a JABSOM graduation requirement and providing testing for the School of Nursing and the Uniform Services University of the Health Sciences at Tripler Army Medical Center.

Kaka‘ako Health Sciences Library – Org Code: MAKLMD

The Kaka‘ako Health Sciences Library serves as the sole UHM on campus medical library providing information resources such as web-accessible materials and collections and a wide variety of print and electronic resources, primarily in the clinical sciences.

Office of Facilities Management and Planning – Org Code: MAFMMD

The Office of Facilities Management and Planning is responsible for the management of buildings and services, including building air conditioning operations, monitoring of contractors’ performance, landscaping, janitorial services, security and research building health and safety certification.

Parking and Auxiliary Services – Org Code: MAPAMD

Responsible for the management of the three parking lots, physical access security to all Kaka‘ako facilities and auxiliary services for the Kaka‘ako campus.

Custodial, Grounds and Maintenance Services – Org Code: MAFCGM

Responsible for providing custodial, grounds keeping and building maintenance services to the JABSOM Kaka‘ako campus.

OFFICE OF STUDENT AFFAIRS AND ADMISSIONS – Org Code: MASSMD

This major academic support program is under the direction of a Director, coordinating many student services and activities which include the following:

- Student advising, counseling, registration, etc.

- Financial Aid – in close collaboration with UH Manoa Financial Aid Office.

- 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 HOSPITAL AND EXTERNAL BUSINESS AFFAIRS – Org Code: MAEXMD

The Office of Hospital and External Business Affairs (HEBA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent 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 state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.

OFFICE OF FISCAL AND ADMINISTRATIVE AFFAIRS – Org Code: MAFAMD

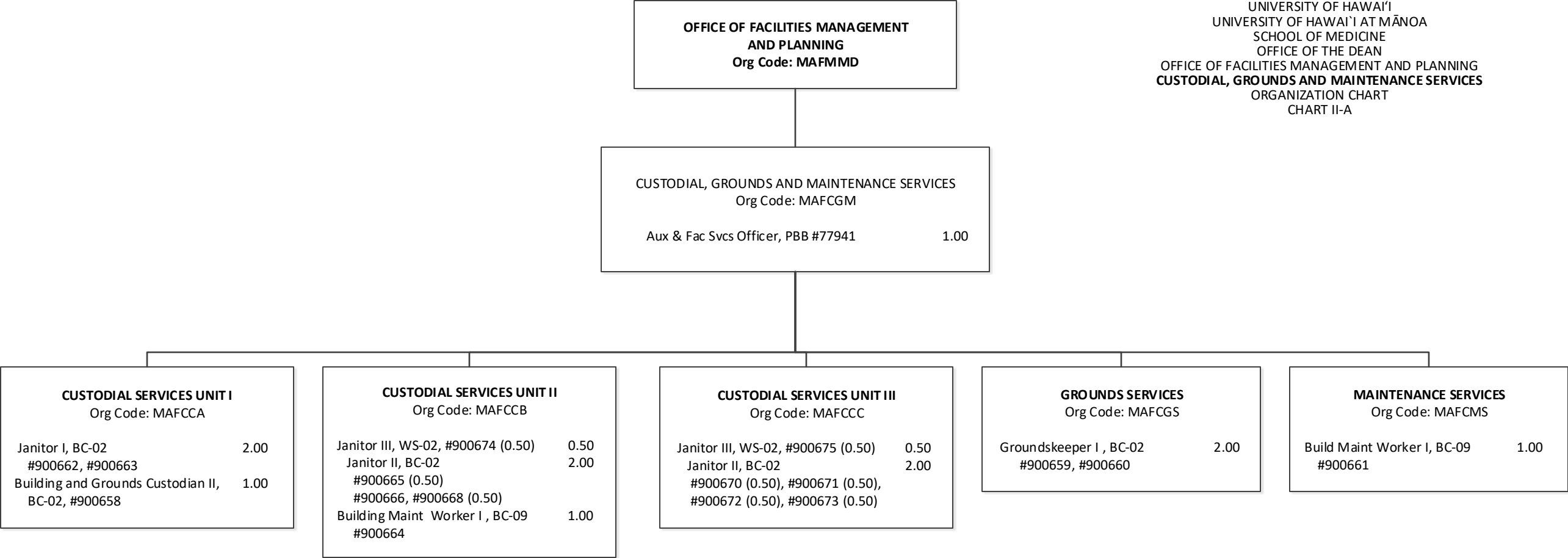
The Office of Fiscal and Administrative Affairs (OFAA) approves and controls expenditures, initiates, oversees, and tracks all personnel transactions, acquires and monitors all equipment and property assigned to JABSOM, procures and pays for all supplies needed for JABSOM's operations. The office also prepares periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA assists in the implementation and administration of research and training contracts and grants. Finally, OFAA is responsible for developing appropriate accounting systems for analyzing and reporting data generated by those systems.

Office of Information Technology – Org Code: MAITMD

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.

Office of Human Resources – Org Code: MAHRMD

The Office of Human Resources (HR) provides human resources management for all personnel matters within JABSOM.



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MANOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF FACILITIES MANAGEMENT AND PLANNING

FUNCTIONAL STATEMENT

Office of Facilities Management and Planning – Org Code: MAFMMD

The Office of Facilities Management and Planning is responsible for the management of buildings and services, including building air conditioning operations, monitoring of contractors' performance, landscaping, janitorial services, security and research building health and safety certification.

Custodial, Grounds and Maintenance Services – Org Code: MAFCGM

Custodial, Grounds and Maintenance Services will provide custodial, grounds keeping and building maintenance services to the entire JABSOM Kaka'ako campus.

Custodial Services Unit I – Org Code: MAFCCA

Custodial Services Unit I will provide daytime custodial services to the JABSOM facility including the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant.

Custodial Services Unit II – Org Code: MAFCCB

Custodial Services Unit II will provide afternoon/evening custodial services to the JABSOM Medical Education Building and the Ancillary Building.

Custodial Services Unit III – Org Code: MAFCCC

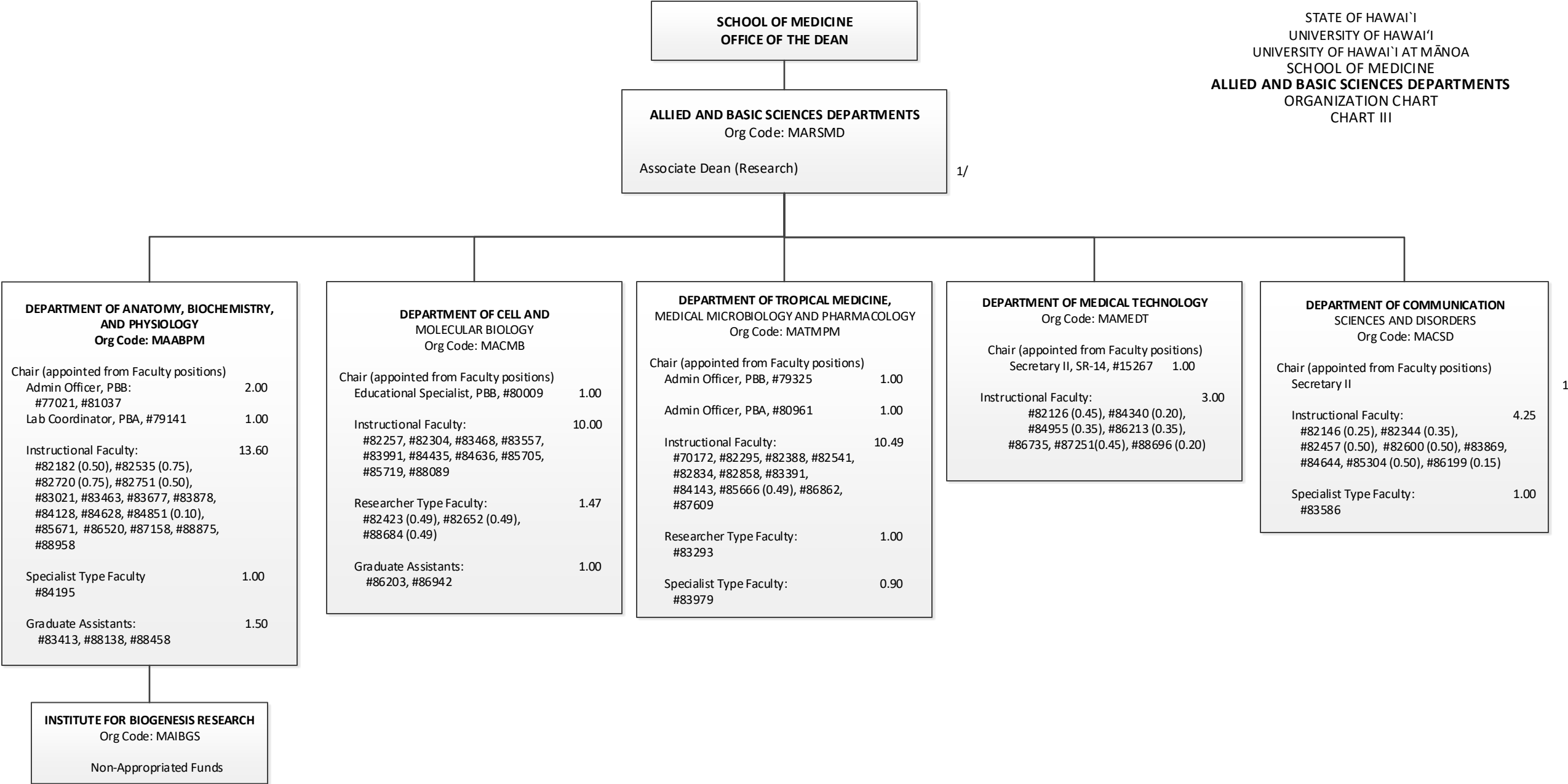
Custodial Services Unit III will provide afternoon/evening custodial services to the JABSOM Bio-Sciences Building and the Central Plant.

Grounds Services – Org Code: MAFCGS

Grounds Services will provide grounds keeping services to all JABSOM Kaka'ako outdoor areas and building maintenance services to the JABSOM facility including the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant.

Maintenance Services – Org Code: MAFCMS

Maintenance Services will provide building maintenance services to the JABSOM facility including the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant.



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
ALLIED AND BASIC SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT

ALLIED AND BASIC SCIENCES DEPARTMENTS – Org Code: MARSMD

These departments provide training and education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel), but are qualified by special training and/or licensure. These departments also include the basic sciences required to help medical students better understand what causes a disease, to analyze how current treatments work, and to develop potential new therapies. It usually involves basic research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies.

DEPARTMENT OF ANATOMY, BIOCHEMISTRY, AND PHYSIOLOGY – Org Code: MAABPM

Our mission is to achieve a nationally and internationally recognized research focus in Developmental and Reproductive Biology and to attain instructional excellence in the disciplines of Anatomy, Biochemistry & Physiology. The department 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. It also provides undergraduate and graduate students with instruction in anatomy, biochemistry and physiology for numerous degree-granting programs on the UHM campus. Through the Institute for Biogenesis Research housed in the department, we maintain a strong group of teacher-researchers who provide consultation and expertise for the Developmental and Reproductive Biology graduate program, UHM College of Graduate Studies, and train students to achieve success in academic, commercial and instructional settings. The department also houses the Willed Body Program. This educational resource enables the department to train medical students as well as a broad array of clinicians through a continuing medical education program. Our faculty, staff and students are on the forefront of investigative programs dealing with the care, treatment, and cure of reproductive and developmental diseases as well as providing educational opportunities for a broad spectrum of undergraduate, graduate and clinical students. The department serves the local, national and international communities with novel and focused research and teaching efforts and occupies a unique niche within the University of Hawaii at Mānoa.

Institute for Biogenesis Research – Org Code: MAIBGS

The Institute for Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and to support the academic pursuit of research in these fields.

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB

The department 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, Hawai'i 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 TROPICAL MEDICINE, MEDICAL MICROBIOLOGY, AND PHARMACOLOGY – Org Code: MATMPM

The department works 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.

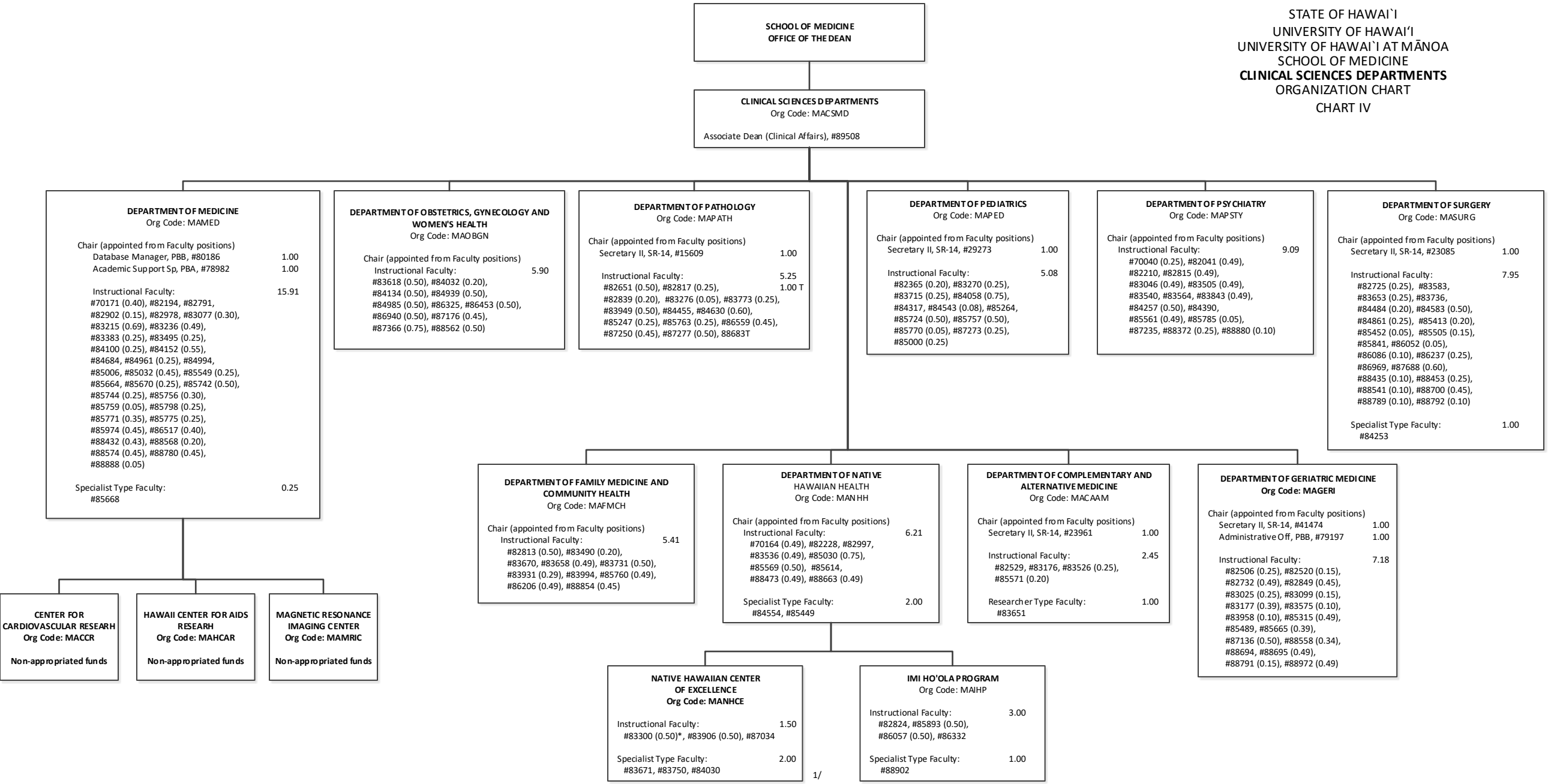
Development of a program addressing the linkages between environmental and human health will directly benefit ecological and human health in Hawai'i and the Pacific region, will complement the biomedical research component of the School of Medicine's vision, will have both direct and indirect economic benefits, and will generate research results applicable to addressing environmental and human health problems worldwide.

DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT

The goal of the Department of Medical Technology is to produce qualified Medical Technologists (also known as Medical Lab Scientists, MLS) for the State of Hawai'i and the Pacific regions. Upon completion of clinical training at affiliate laboratories, our graduates with BS degree in Medical Technology are qualified for national certification at MLS level, and professional license required by the State of Hawai'i. An MLS performs and oversees the operation of clinical labs (e.g., blood banking, hematology, microbiology, clinical chemistry), and is responsible for regulatory compliances. The Department offers 2+2 career-ladder curriculum for academic and career advancements for those with associate-degree Medical Lab Technician (MLT) credentials to become MLS. The Department maintains accreditation by the National Accrediting Agency for Clinical Laboratory Science.

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD

Objectives of this department are as follows: 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; and to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE

CLINICAL SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT

CLINICAL SCIENCES DEPARTMENTS – Org Code: MACSMD

These departments include the areas of practical study of medical principles or investigations using controlled procedures to evaluate results. These often deal with physical therapeutic sciences, medical sciences, and other sciences applied to physical therapy practice. These departments comprise of contributions of scientific disciplines to health promotion and the prevention, diagnosis, and treatment of disease through research, teaching, and clinical care delivery.

DEPARTMENT OF MEDICINE – Org Code: MAMED

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.

Center for Cardiovascular Research – Org Code: MACCR

The Center for Cardiovascular Research uses transgenic and molecular methods to improve the understanding of cardiovascular biology and to inform new therapeutic approaches with the following primary aims:

- (1) The development of a strong mentoring group of established investigators with interdisciplinary but complementary backgrounds in vascular and cardiovascular biology, to support the career growth of a select group of young investigators.
- (2) The development of a strategic plan to assist in the recruitment and retention of talented and funded young faculty and established investigators in faculty positions in order to promote the continued growth of a cardiovascular research program into a major research discipline with stable funding opportunities to not only parallel but to eventually replace COBRE funding.

Hawai'i Center for AIDS Research – Org Code: MAHCAR

The Center provides a vehicle for scientific study and policy development related to HIV-AIDS in Hawai'i, as well as Asia and the Pacific. Research involves studying HIV's affect on metabolism and its role in neurological and cardiovascular conditions.

Magnetic Resonance Imaging Center – Org Code: MAMRIC

The Center conducts NIH-funded research in some of the following areas: brain activation in patients with early HIV dementia, early brain development after prenatal "ice" exposure, creating a pediatric imaging neurocognition and genomics data resource, neuroimaging to assess the effects of therapy in children with acute lymphoblastic leukemia, impact of marijuana exposure on brain maturation, parallel MRI for high field neuroimaging, spectral spatial RF pulses for gradient echo fMRI, and factors for enhanced neurotoxicity in methamphetamine abuse and HIV infection.

DEPARTMENT OF OBSTETRICS, GYNECOLOGY, AND WOMEN'S HEALTH – Org Code: MAOBGN

The department trains 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, and the pathology of the reproductive organs. Also develops seminars and training programs for the practicing physician

DEPARTMENT OF PATHOLOGY – Org Code: MAPATH

The department provides instruction for medical students in basic, systematic, and clinical pathology, which bridges the basic sciences with clinical medicine. It also makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology, as well as integrates and instructs pathology at the 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 – Org Code: MAPED

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 – Org Code: MAPSTY

The department provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry. It also provides inpatient and outpatient psychiatric services and consultation at the following sites: The Queen's Medical Center, Kapiolani Medical Center for Women and Children, Hawai'i State Hospital, and community mental health centers on the islands of Hawai'i, Molokai, Maui, Kauai, and Lanai.

The department 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 Hawai'i Psychiatric Society, and president of the Hawai'i 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 – Org Code: MASURG

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 FAMILY MEDICINE AND COMMUNITY HEALTH – Org Code: MAFMCH

The department 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 for the department are as follows: 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; and to provide a realistic view of primary care medicine as a career.

DEPARTMENT OF NATIVE HAWAIIAN HEALTH – Org Code: MANHH

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department helps to 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 Imi Ho'ola Program and the Native Hawaiian Center of Excellence.

Native Hawaiian Center of Excellence – Org Code: MANHCE

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 educate Hawai'i and Hawaiians about the richness of their medical heritage.

Imi Ho'ola Program – Org Code: MAIHP

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.

DEPARTMENT OF COMPLEMENTARY AND ALTERNATIVE MEDICINE – Org Code: MACAAM

The Department of Complementary and Alternative Medicine (CAM) is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. 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 recognized by the National Institutes of Health (NIH). Hawai'i has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. 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.

DEPARTMENT OF GERIATRIC MEDICINE – Org Code: MAGERI

The department provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. 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. Given the fact that 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 in research on geriatric diseases is an important component of the State’s healthcare community.

**PROPOSED
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

PROPOSED

APPROVED:

David Lassner 7/9/16

David Lassner, President Date

JABSOM FACULTY SENATE

EXECUTIVE COMMITTEE

OFFICE OF THE CHANCELLOR

SCHOOL OF MEDICINE
OFFICE OF THE DEAN
Org Code: MADNMD

Dean, #89077
Secretary IV, SR-18, #24033

1.00
1.00

GENERAL FUND FTE: 2.00

JABSOM -

GENERAL FUND FTE: 218.10

GENERAL FUND (Authorized Temp) FTE: 1.00

OFFICE OF THE ASSOCIATE DEAN
FOR ACADEMIC AFFAIRS

Org Code: TBD
CHART II

Allied / Global and International Health
Office of Faculty Affairs
Educational Support
Office of Undergraduate Medical Education
Graduate Medical Education Office
Office of Continuing Medical Education

FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS

Org Code: MARSMD
CHART III

Department of Anatomy, Biochemistry, and Physiology
Department of Cell and Molecular Biology
Department of Tropical Medicine, Medical Microbiology,
and Pharmacology
Graduate Programs (WASC)

CLINICAL SCIENCES DEPARTMENTS

Org Code: MACSMD
CHART IV

Department of Medicine
Department of Obstetrics, Gynecology, and Women's Health
Department of Pathology
Department of Pediatrics
Department of Psychiatry
Department of Surgery
Department of Family Medicine and Community Health
Department of Native Hawaiian Health
Department of Geriatric Medicine
Department of Complementary & Integrative Medicine
Area Health Education Center

ADMINISTRATION, FINANCE, & OPERATIONS

Org Code: TBD
CHART V

Office of Budget, Surveys, and Reporting Analyst
Office of Central Fiscal and Human Resources
Office of Special Events and & Café Management
Office of Information Technology
Office of Risk and Clinical Affairs
Office of Grants Administration
Office of Communications, Media, and Government
Environmental Health and Safety Office
Office of Facilities Management and Planning

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN

FUNCTIONAL STATEMENT (Chart I)

OFFICE OF THE DEAN – Org Code: MADNMD

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. It is 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. It 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, and is responsible for general program development in accord with Legislative mandate and University policies.

Advisory Groups to the Dean:

Executive Committee: The JABSOM Executive Committee is responsible for recommending policies to the Dean and for serving as the liaison between the Dean and the faculty by discussing all matters brought before it.

JABSOM Faculty Senate: The JABSOM Faculty Senate, which operates under separate bylaws, functions as a representative body of the JABSOM faculty. It obtains broadly based faculty input regarding affairs of JABSOM and makes recommendations to or advises the Dean and Executive Committee on all matters brought before it. The President and Vice President of the faculty senate are elected by members of the JABSOM senate and serve as members of the JABSOM Executive Committee.

APPROVED:



David Lassner, President

9/9/16

Date

PROPOSED

APPROVED:*

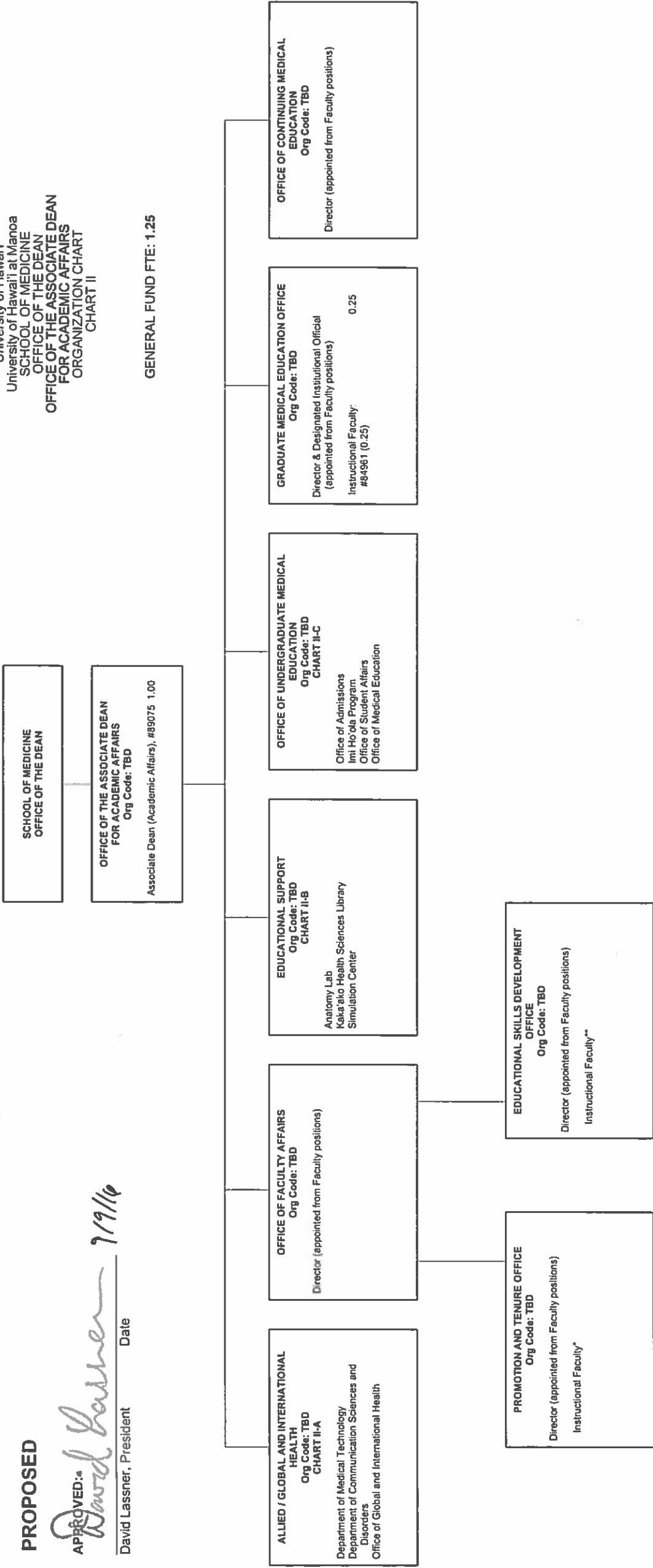
David Lassner 7/9/16

David Lassner, President

Date

State of Hawai'i
University of Hawai'i
University of Hawai'i at Manoa
SCHOOL OF MEDICINE
OFFICE OF THE DEAN
OFFICE OF THE ASSOCIATE DEAN
FOR ACADEMIC AFFAIRS
ORGANIZATION CHART
CHART II

GENERAL FUND FTE: 1.25



* - count (#83176) reflected on
Chart IV (MACAAM)

** - count (#8245) reflected on
Chart II-C (MAMSMD)

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS

FUNCTIONAL STATEMENT (Chart II)

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS – Org Code: TBD

The Office of the Associate Dean for Academic Affairs assists the Dean in overseeing all of the education operations at JABSOM. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. It focuses on the continuum of education, including post-baccalaureate (Imi Ho'ola) program, medical school, residency/fellowship, and post-graduation continuing medical educational formats, as well as the educational support services provided to students, residents and faculty. It is also responsible for working and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integration of their teaching effort through the JABSOM departments.

OFFICE OF FACULTY AFFAIRS – Org Code: TBD

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services to JABSOM faculty. This office assists faculty to ascertain and obtain resources and information for all issues related to faculty development.

Promotion and Tenure Office – Org Code: TBD

The Promotion and Tenure Office provides guidance to JABSOM faculty on promotion and tenure procedures at JABSOM and UHM, which allows for clinical and basic sciences faculty to gain insight on the expectations and timelines associated with promotion and tenure at the University.

Educational Skills Development Office – Org Code: TBD

The Educational Skills Development office offers workshops and one-on-one advisement to faculty who seek to further refine their teaching skills at JABSOM. These services are offered centrally from the JABSOM Dean's Office, but may also be provided on-site to clinical departments on an as-needed basis.

GRADUATE MEDICAL EDUCATION OFFICE – Org Code: TBD

The Graduate Medical Education Office, led by the Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of Graduate Medical Education (GME) for all GME programs under JABSOM, in accordance with the

Accreditation Council Graduate Medical Education. GME works with the JABSOM departments to train specialty and subspecialty physicians and develop environments in hospitals, clinics, and community settings in which patient care, health promotion, and academic excellence are sustained.

OFFICE OF CONTINUING MEDICAL EDUCATION – Org Code: TBD

The Office of Continuing Medical Education is led by the Director for Continuing Medical Education (CME). The Office of CME oversees JABSOM sponsored CME functions and activities, in compliance with physician licensing and Liaison Committee on Medical Education (LCME) requirements. The Office collaborates with outside entities such as the Hawai'i Medical Association to advance life-long learning for health providers in Hawai'i.

APPROVED:



David Lassner, President

9/1/16

Date

GENERAL FUND FTE: 9.25

PROPOSED

APPROVED: *David Lassner* 9/9/16
David Lassner, President Date

ALLIED / GLOBAL AND INTERNATIONAL HEALTH
ORG CODE: TBD

DEPARTMENT OF MEDICAL TECHNOLOGY
Org Code: MAMEDT
Chair (appointed from Faculty positions)
Instructional Faculty:
#82126 (0.45), #84340 (0.20), #84955 (0.35),
#86213 (0.35), #86735, #87251 (0.45),
#88696 (0.20)
Secretary II, SR-14, #15267
3.00
1.00

DEPARTMENT OF COMMUNICATION SCIENCES AND
DISORDERS
Org Code: MACSD
Chair (appointed from Faculty positions)
Instructional Faculty:
#82146 (0.25), #82344 (0.35),
#82457 (0.50), #82600 (0.50),
#83869, #84644, #85304 (0.50),
#86199 (0.15)
Specialist Type Faculty:
#83586
4.25
1.00

OFFICE OF GLOBAL AND INTERNATIONAL HEALTH
Org Code: TBD
Director (appointed from Faculty positions)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS
ALLIED / GLOBAL AND INTERNATIONAL HEALTH

FUNCTIONAL STATEMENT (Chart II-A)

ALLIED / GLOBAL AND INTERNATIONAL HEALTH – Org Code: TBD

The Allied Health Departments provide training and education for health care professions other than nursing or medicine (medical personnel), but are qualified by special training and/or licensure requirements. The Office of Global and International Health provides high-quality educational opportunities for medical students outside of the United States, where educational and licensure standards are different from country to country.

DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT

It is the goal of the Medical Technology Department to adequately develop appropriate numbers of skilled medical technologists to provide the best possible laboratory support for health care in the State of Hawai'i and areas in the Pacific Basin. Specific objectives of this Department are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an American Medical Association approved School of Medical Technology for the additional professional education for national certification; to 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; and to develop a pathway to a Master's level degree program for medical technologists.

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD

Objectives of the Communication Sciences and Disorders (CSD) Department are as follows: to provide pathway training for undergraduate (B.S. candidates & graduates) and degree training for graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals in communication sciences & disorders; 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; and to help meet the requirements in this field in other areas of the United States and the entire Pacific area.

OFFICE OF GLOBAL AND INTERNATIONAL HEALTH – Org Code: TBD

The Office of Global and International Health provides educational opportunities to learners from countries outside the United States, exposing these international students to the unique curricula of JABSOM, which includes gaining skills in a Problem-Based Learning (PBL) environment and in navigating various clinical settings. The office liaises with medical schools and intuitions of higher learning throughout the world.

APPROVED:



David Lassner, President

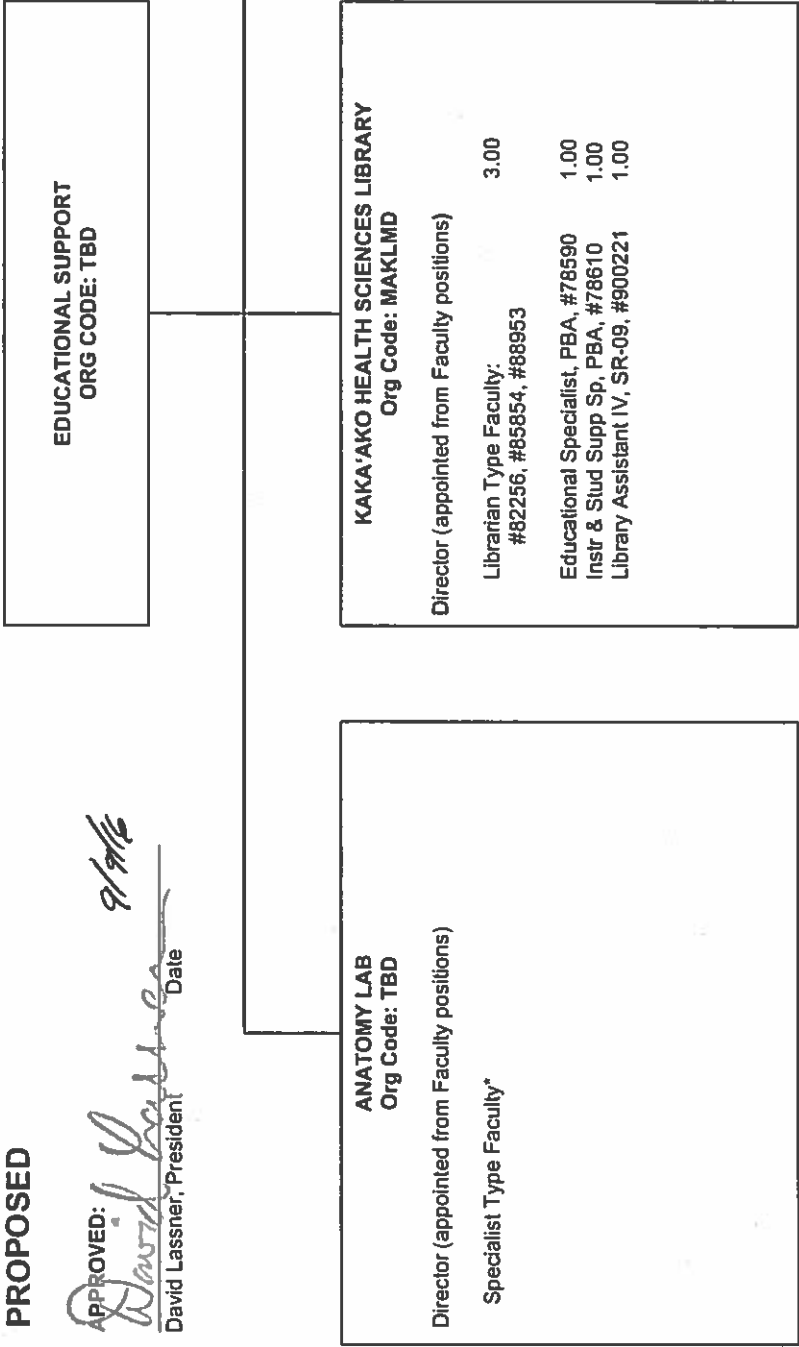
9/9/16

Date

GENERAL FUND FTE: 6.49

PROPOSED

APPROVED: David Lassner 9/19/16
David Lassner, President Date



* - count (#84195) reflected on Chart III (MAABPM)

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS
EDUCATIONAL SUPPORT

FUNCTIONAL STATEMENT (Chart II-B)

EDUCATIONAL SUPPORT – Org Code: TBD

The Educational Support units provide educational resources for medical and graduate students, faculty, and researchers at various stages of learning and professional development.

ANATOMY LAB – Org Code: TBD

The Anatomy Lab at JABSOM provides an opportunity for medical students to engage in medical learning through preserved cadavers, further deepening students' understanding of the human body's complex functions.


KAKA'AKO HEALTH SCIENCES LIBRARY – Org Code: MAKLMD

The Kaka'ako Health Sciences Library serves as the sole UHM (on campus) medical library, providing information resources such as web-accessible materials and collections and a wide variety of print and electronic resources, primarily in the clinical sciences.

SIMULATION CENTER – Org Code: TBD

The Simulation Center at JABSOM (also known as SimTiki) is the healthcare simulation based healthcare education center at JABSOM. SimTiki facilitates over 3,000 simulation based training encounters annually. As a community resource, SimTiki serves broad training needs ranging from High School Students through Medical Students and Residents to specialist physicians, paramedics, nurses, and military personnel. International programs include sponsored in-residence research scholar positions and shorter term programs focused on faculty development and clinical skills.

APPROVED:

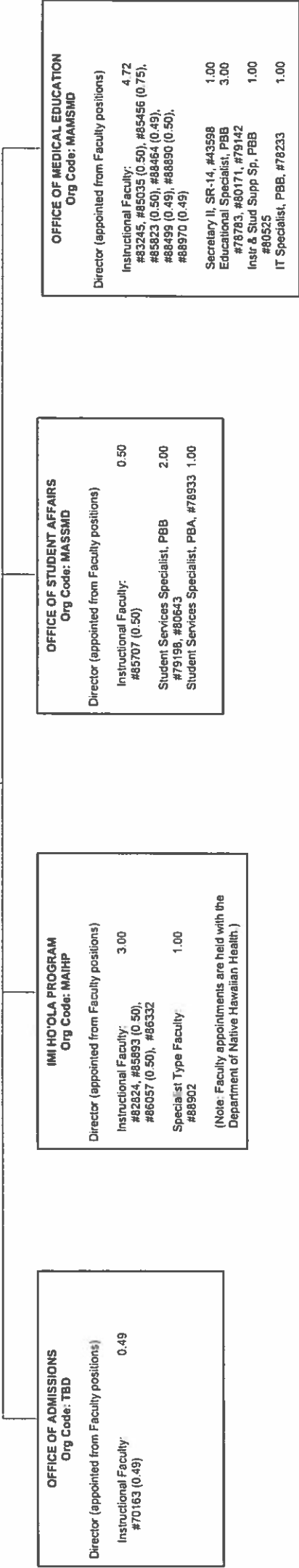
 9/9/16
David Lassner, President Date

PROPOSED

APPROVED: David Lassner 9/19/16
Date
David Lassner, President

OFFICE OF UNDERGRADUATE MEDICAL
EDUCATION
Org Code: MAADMD
Director (appointed from Faculty positions)

GENERAL FUND FTE: 18.71



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS
OFFICE OF UNDERGRADUATE MEDICAL EDUCATION

FUNCTIONAL STATEMENT (Chart II-C)

OFFICE OF UNDERGRADUATE MEDICAL EDUCATION – Org Code: MAADMD

The Office of Undergraduate Medical Education assists the Associate Dean for Academic Affairs in overseeing all of the medical student education operations at JABSOM. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. It focuses on the continuum of medical student education, including the post-baccalaureate ('Imi Ho'ōla) "pipeline" program.

OFFICE OF ADMISSIONS – Org Code: TBD

This Office, independent of the Office of Student Affairs, directs the admissions functions for the School and provides support in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements. This Office ensures the required separation of processes and procedures associated with admission into medical school and maintenance of a successful educational experience at JABSOM.

'IMI HO'ŌLA PROGRAM – Org Code: MAIHP

The 'Imi Ho'ōla 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. The 'Imi Ho'ōla Post-Baccalaureate Program has played a major role in accomplishing JABSOM's mission to improve health care in Hawai'i and the Pacific Basin by increasing the number of physicians through a 12-month educational program that addresses disadvantaged students' academic and social-emotional needs. 'Imi Ho'ōla's goal is to support diversity of the physician workforce and produce physicians who demonstrate a strong commitment to practice in underserved communities in Hawai'i and the Pacific. During the intensive year of medical school preparation study, the students are supported by stipends from The Queen's Health

Systems (QHS). QHS has supported our University of Hawai'i Native Hawaiian Health programs since 2002.

OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD

The Office of Student Affairs represents a major academic support program that serves as a resource in promoting the individual and professional growth and development of our students. The Office coordinates student services and activities which afford students the opportunity to explore ways to enhance or address the entire student experience, including:

- Educational student advising & counseling;
- Registration;
- Financial aid, in close collaboration with UH Mānoa Financial Aid Office;
- Support to the Student Standing and Promotion Committee;
- Support to Student Evaluation by Review and Remediation Committee;
- Maintenance of past and current student records; and
- Student life to career planning.

The Office works with students to develop innovative solutions to issues or concerns by serving as the liaison for students to services, administrative offices, and information throughout their tenure at JABSOM.

OFFICE OF MEDICAL EDUCATION – Org Code: MAMSMD

The Office of Medical Education is responsible for the coordination and administration of the educational programs leading to the M.D. degree, working with the Office of Faculty Affairs for the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum. The Office of Medical Education also coordinates activities with the Center for Clinical Skills, which is responsible for the provision of standardized patient training for core educational activities in the required curricular unit for the first two years of medical school; clinical skills evaluation for three of the six required third year clinical rotations in pediatrics, internal medicine, and family medicine; and the required fourth year geriatrics rotation. This includes training for a comprehensive clinical examination that is a JABSOM graduation requirement and providing testing for the School of Nursing and the Uniform Services University of the Health Sciences at Tripler Army Medical Center.

APPROVED:



David Lassner, President

9/9/16

Date

PROPOSED

APPROVED: *David Lassner* 9/9/16

David Lassner, President _____ Date

GENERAL FUND FTE: 49.31

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

FUNDAMENTALS OF HEALTH SCIENCES
DEPARTMENTS
Org Code: MARSMO
Associate Dean (Research) *
Researcher Type Faculty: #83651 1.00

DEPARTMENT OF ANATOMY, BIOCHEMISTRY,
AND PHYSIOLOGY
Org Code: MAABPM
Chair (appointed from Faculty positions)
Instructional Faculty: 12.60
#82182 (0.50), #82535 (0.75),
#82720 (0.75), #82751 (0.50), #83021,
#83463, #83677, #84128, #84628,
#84851 (0.10), #85671, #86520,
#87158, #88875, #88958
Specialist Type Faculty 1.00
#84195
Admin Officer, PBB: 2.00
#77021, #79996
Lab Coordinator, PBA, #79141 1.00
Graduate Assistants 1.50
#83413, #88138, #88458

DEPARTMENT OF CELL AND
MOLECULAR BIOLOGY
Org Code: MACMB
Chair (appointed from Faculty positions)
Instructional Faculty: 10.00
#82257, #82304, #83468,
#83557, #83991, #84435, #84636,
#85705, #85719, #88089
Researcher Type Faculty: 1.47
#82423 (0.49), #82652 (0.49),
#88684 (0.49)
Educational Specialist, PBB, #80009 1.00
Graduate Assistants: 1.00
#86203, #86942

DEPARTMENT OF TROPICAL MEDICINE,
MEDICAL MICROBIOLOGY AND PHARMACOLOGY
Org Code: MATMPM
Chair (appointed from Faculty positions)
Instructional Faculty: 10.49
#70172, #82295, #82388, #82541,
#82834, #83391, #84143, #84994
#85666 (0.49), #86862, #87609
Researcher Type Faculty: 1.00
#83293
Admin Officer, PBB: 2.00
#79325, #80961

GRADUATE PROGRAMS (WASC)
Org Code: TBD
Director (appointed from Faculty positions)

INSTITUTE FOR BIOGENESIS RESEARCH
Org Code: MAIBGS
Director (appointed from Faculty positions)
Instructional Faculty, #83878 1.00

OFFICE OF BIOSTATISTICS AND QUANTITATIVE
HEALTH SCIENCES
Org Code: MARQHS
Director (appointed from Faculty positions)
Instructional Faculty: 2.00
#82858, #86194
Specialist Type Faculty, #85668 0.25

* To be established

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT (Chart III)

FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS – Org Code: MARSMD

Fundamentals of Health Sciences departments provide education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel). These departments represent the basic sciences required to help medical students better understand the root causes of a disease; to analyze how current treatments work, their viability and sustainability; and to develop potential new therapies and practices. It involves basic scientific research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies.

DEPARTMENT OF ANATOMY, BIOCHEMISTRY, AND PHYSIOLOGY – Org Code: MAABPM

Our mission is to achieve a nationally and internationally recognized research focus in Developmental and Reproductive Biology and to attain instructional excellence in the disciplines of Anatomy, Biochemistry & Physiology. The department 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. It also provides undergraduate and graduate students with instruction in anatomy, biochemistry and physiology for numerous degree-granting programs on the UHM campus. Through the Institute of Biogenesis Research housed in the department, we maintain a strong group of teacher-researchers who provide consultation and expertise for the Developmental and Reproductive Biology graduate program, UHM College of Graduate Studies, and train students to achieve success in academic, commercial and instructional settings. The department also houses the Willed Body Program. This educational resource enables the department to train medical students as well as a broad array of clinicians through a continuing medical education program. Our faculty, staff and students are on the forefront of investigative programs dealing with the care, treatment, and cure of reproductive and developmental diseases as well as providing educational opportunities for a broad spectrum of undergraduate, graduate and clinical students. The department serves the local, national and international communities with novel and focused research and teaching efforts and occupies a unique niche within the University of Hawai'i at Manoa.

Institute for Biogenesis Research – Org Code: MAIBGS

The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and to support the academic pursuit of research in these fields.

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB

The Department provides quality graduate education in Cell and Molecular Biology (CMB) and the CMB-Neurosciences Specialization, and medical education in Pharmacology and the Neurosciences. The department is the home base for the graduate program in Cell and Molecular Biology, an interdisciplinary and interdepartmental MS and PhD program. Faculty in the program participate in teaching graduate students, medical students, undergraduates, and even high school students, with research experiences as an integral component of the educational mission. Areas of research focus include biochemistry, cell and molecular biology, ecological and evolutionary biology, endocrinology, genetics, immunology, neurobiology, reproductive biology, cancer biology, infectious diseases, and cardiovascular research.

DEPARTMENT OF TROPICAL MEDICINE, MEDICAL MICROBIOLOGY, AND PHARMACOLOGY – Org Code: MATMPM

The Department works 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.

Development of a program addressing the linkages between environmental and human health will directly benefit ecological and human health in Hawai'i 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 Biostatistics and Quantitative Health Sciences – Org Code: MABQHS

The Office of Biostatistics and Quantitative Health Sciences was established in 2011 to provide biostatistical and quantitative health collaboration and research support to basic science, clinical, and translational investigators. The office specializes in study design and data analysis, participates in grant proposal development, conducts methodology research, and provides education in biostatistics and other quantitative health areas.

GRADUATE PROGRAMS (WASC) – Org Code: TBD

The Graduate Programs office ensures that all graduate programs administered through JABSOM are in compliance with the Accrediting Commission for Schools Western Association of Schools and Colleges. Unlike the program of Graduate Medical Education, which is facilitated by the Designated Institutional Official of JABSOM, these Master's and PhD programs fall under the accreditation, curriculum, etc. purview of the Office of Graduate Education led by the Dean of Graduate Education at UHM.

APPROVED:


David Lassner, President

9/9/14
Date

State of Hawai'i
University of Hawai'i
University of Hawai'i at Manoa
SCHOOL OF MEDICINE
OFFICE OF THE DEAN
CLINICAL SCIENCES DEPARTMENTS
ORGANIZATION CHART
CHART IV

PROPOSED

APPROVED: *David Lassner* 9/9/16
Date

David Lassner, President

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

CLINICAL SCIENCES DEPARTMENTS
Org Code: MACSMD

Associate Dean (Clinical Affairs), #89508
Secretary III, SR-16**

GENERAL FUND FTE: 85.09
GENERAL FUND (Authorized Temp FTE): 1.00

DEPARTMENT OF MEDICINE
Org Code: MAMED

Chair (appointed from Faculty positions)

8.97

Instructional Faculty:
#82902 (0.15), #83077 (0.30),
#83215 (0.69), #83383 (0.25),
#84100 (0.25), #84684,
#85008, #85032 (0.45),
#85549 (0.25), #85670 (0.25),
#85742 (0.50), #85744 (0.05),
#85756 (0.30), #85759 (0.05),
#85798 (0.25), #85771 (0.35),
#85775 (0.25), #85974 (0.45),
#86517 (0.40), #86432 (0.43),
#88568 (0.20), #88574 (0.45),
#88780 (0.45), #88888 (0.05)

Specialist Type Faculty:
#83979

0.90

Academic Support Sp. PBA, #78982

1.00

DEPARTMENT OF OBSTETRICS,
GYNECOLOGY AND WOMEN'S HEALTH
Org Code: MAOBGN

Chair (appointed from Faculty positions)

5.90

Instructional Faculty:
#83618 (0.50), #84032 (0.20),
#84134 (0.50), #84939 (0.50),
#84985 (0.50), #86325, #86453 (0.50),
#86940 (0.50), #87176 (0.45),
#87366 (0.75), #8652 (0.50)

DEPARTMENT OF PATHOLOGY
Org Code: MAPATH

Chair (appointed from Faculty positions)

Instructional Faculty:

#82651 (0.50), #82817 (0.25), #82839 (0.20),
#83276 (0.05), #83773 (0.25), #83949 (0.50),
#84455, #84630 (0.60), #85247 (0.25),
#85763 (0.25), #86559 (0.45), #87250 (0.45),
#87277 (0.50), #8663T

Secretary II, SR-14, #15609

1.00

DEPARTMENT OF PEDIATRICS
Org Code: MAPED

Chair (appointed from Faculty positions)

Instructional Faculty:

#82365 (0.20), #83270 (0.25)
#83715 (0.25), #84058 (0.75), #84317,
#84543 (0.08), #85264, #85724 (0.50),
#85757 (0.50), #85770 (0.05),
#87273 (0.25), #85000 (0.25)

1.00

DEPARTMENT OF PSYCHIATRY
Org Code: MAPSTY

Chair (appointed from Faculty positions)

Instructional Faculty:

#70040 (0.25), #82041 (0.49),
#82210, #82815 (0.49),
#83046 (0.49), #83505 (0.49),
#83540, #83564, #83843 (0.49),
#84257 (0.50), #84390, #85561 (0.49),
#85785 (0.05), #87235, #88372 (0.25),
#88880 (0.10)

9.09

DEPARTMENT OF SURGERY
Org Code: MASURG

Chair (appointed from Faculty positions)

7.95

Instructional Faculty:
#82725 (0.25), #83583,
#83653 (0.25), #83736,
#84484 (0.20), #84583 (0.50),
#84861 (0.25), #85055 (0.15),
#85413 (0.20), #85452 (0.05),
#85841, #86052 (0.05),
#86086 (0.10), #86237 (0.25),
#86969, #87686 (0.60),
#88435 (0.10), #88453 (0.25),
#88541 (0.10), #88700 (0.45),
#88789 (0.10), #88792 (0.10)

DEPARTMENT OF COMPLEMENTARY AND
INTEGRATIVE MEDICINE
Org Code: MACAAM

Chair (appointed from Faculty positions)

2.20

Instructional Faculty:
#82529, #83176, #85571 (0.20)

1.00

Secretary II, SR-14, #23961

DEPARTMENT OF FAMILY MEDICINE
AND COMMUNITY HEALTH
Org Code: MAFMCH

Chair (appointed from Faculty positions)

5.41

Instructional Faculty:
#82813 (0.50), #83490 (0.20),
#83670, #83658 (0.49), #83731 (0.50),
#83931 (0.29), #83984, #85760 (0.49),
#86206 (0.49), #88864 (0.45)

DEPARTMENT OF GERIATRIC MEDICINE
Org Code: MAGERI

Chair (appointed from Faculty positions)

6.68

Instructional Faculty:
#82506 (0.25), #82520 (0.15),
#82732 (0.49), #82849 (0.45),
#83025 (0.25), #83099 (0.15),
#83177 (0.39), #83575 (0.10),
#83988 (0.10), #85315 (0.49),
#85489, #85665 (0.39),
#86558 (0.34), #88694,
#88695 (0.49), #88791 (0.15),
#88972 (0.49)

1.00

Secretary II, SR-14, #41474

Administrative Off. PBB, #79197

1.00

DEPARTMENT OF NATIVE
HAWAIIAN HEALTH
Org Code: MANHH

Chair (appointed from Faculty positions)

5.21

Instructional Faculty:
#70164 (0.49), #82228,
#83536 (0.49), #85030 (0.75),
#85569 (0.50), #85614,
#88473 (0.49), #88663 (0.49)

2.00

Specialist Type Faculty:
#84554, #85449

1.00

Administrative Off. PBB, #80186

AREA HEALTH EDUCATION CENTER
Org Code: TBD

Director (appointed from Faculty positions)

0.25

Instructional Faculty:
#83526 (0.25)

NATIVE HAWAIIAN CENTER
OF EXCELLENCE
Org Code: MANHCE

Director (appointed from Faculty positions)

1.50

Instructional Faculty
#83300 (0.50)*, #83906 (0.50),
#87034

2.00

Specialist Type Faculty:
#83671, #83750*, #84030

CENTER FOR NATIVE AND PACIFIC
HEALTH DISPARITIES AND RESEARCH
Org Code: TBD

Director (appointed from Faculty positions)

1.00

Instructional Faculty:
#82897

MAGNETIC RESONANCE IMAGING
CENTER
Org Code: MAMRIC

Director (appointed from Faculty positions)

1.80

Instructional Faculty:
#85664, #84152 (0.55),
#83495 (0.25)

CENTER FOR CARDIOVASCULAR
RESEARCH
Org Code: MACCR

Director (appointed from Faculty positions)

3.00

Instructional Faculty:
#82791, #82194, #82978

HAWAII CENTER FOR AIDS RESEARCH
Org Code: MAHCAR

Director (appointed from Faculty positions)

0.40

Instructional Faculty:
#70171 (0.40)

** - Pending Approval

** - To be established

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
CLINICAL SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT (Chart IV)

CLINICAL SCIENCES DEPARTMENTS – Org Code: MACSMD

The Clinical Sciences departments include the areas of practical study of medical principles or investigations using controlled procedures to evaluate results. These often deal with physical therapeutic sciences, medical sciences, and other sciences applied to physical therapy practice. These departments comprise of contributions of scientific disciplines to health promotion and the prevention, diagnosis, and treatment of disease through research, teaching, and clinical care delivery.

DEPARTMENT OF MEDICINE – Org Code: MAMED

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.

Center for Cardiovascular Research – Org Code: MACCR

The Center for Cardiovascular Research uses transgenic and molecular methods to improve the understanding of cardiovascular biology and to inform new therapeutic approaches with the following primary aims:

- The development of a strong mentoring group of established investigators with interdisciplinary but complementary backgrounds in vascular and cardiovascular biology, to support the career growth of a select group of young investigators.
- The development of a strategic plan to assist in the recruitment and retention of talented and funded young faculty and established investigators in faculty positions in order to promote the continued growth of a cardiovascular research program into a major research discipline with stable funding opportunities to not only parallel but to eventually replace COBRE funding.

Magnetic Resonance Imaging Center – Org Code: MAMRIC

The Magnetic Resonance Imaging (MRI) Center conducts NIH-funded research in some of the following areas: brain activation in patients with early HIV dementia, early brain development after prenatal “ice” exposure, creating a pediatric imaging neurocognition and genomics data resource, neuroimaging to assess the effects of

therapy in children with acute lymphoblastic leukemia, impact of marijuana exposure on brain maturation, parallel MRI for high field neuroimaging, spectral spatial RF pulses for gradient echo fMRI, and factors for enhanced neurotoxicity in methamphetamine abuse and HIV infection.

Hawai'i Center for AIDS Research – Org Code: MAHCAR

The Center provides a vehicle for scientific study and policy development related to HIV-AIDS in Hawai'i, as well as Asia and the Pacific. Research involves studying HIV's effect on metabolism and its role in neurological and cardiovascular conditions.

DEPARTMENT OF OBSTETRICS, GYNECOLOGY, AND WOMEN'S HEALTH
– Org Code: MAOBGN

The Department of OB/GYN and Women's Health trains 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 develops seminars and training programs for the practicing physician.

DEPARTMENT OF PATHOLOGY – Org Code: MAPATH

The Department of Pathology provides instruction for medical students in basic, systematic, and clinical pathology, which bridges the basic sciences with clinical medicine. It also makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology, as well as integrates and instructs pathology at the 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 – Org Code: MAPED

The Department of Pediatrics 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 Kapi'olani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

DEPARTMENT OF PSYCHIATRY – Org Code: MAPSTY

The Department of Psychiatry provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry. It also provides inpatient and outpatient psychiatric services and consultation at the following sites: The Queen's Medical Center, Kapi'olani Medical Center for Women and Children, Hawai'i State Hospital, and community mental health centers on the islands of Hawai'i, Molokai, Maui, Kauai, and Lanai.

The Department conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawai'ian 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 members and officers of NIMH Review Committees, the Hawai'i Psychiatric Society, and the Hawai'i 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 – Org Code: MASURG

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity with manual or instrumental operations. The Department of Surgery 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.

Hyperbaric Treatment Center – Org Code: TBD

The Hyperbaric Treatment Center of the John A. Burns School of Medicine is the only hyperbaric center in Hawai'i accredited by the Undersea and Hyperbaric Medical Society. The Center is among the nation's most active dive accident

treatment facilities for recreational divers, serving the entire chain of Hawaiian Islands, 24 hours a day. The Center is a clinic which provides very specialized care and services. The facility is located in Honolulu at the Kuakini Medical Center. In addition to treating recreational divers, Center physicians treat patients who have medical conditions helped by hyperbaric oxygen therapy, such as tissue damage from irradiation treatment, non-healing problem wounds, and carbon monoxide intoxication. The facility actively conducts clinical research and provides teaching to medical residents and students.

DEPARTMENT OF NATIVE HAWAIIAN HEALTH – Org Code: MANHH

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this Department helps to 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 Imi Ho‘ola Program and the Native Hawaiian Center of Excellence.

Native Hawaiian Center of Excellence – Org Code: MANHCE

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 educate Hawai‘i and Hawaiians about the richness of their medical heritage.

The Center for Native and Pacific Health Disparities and Research – Org Code: TBD

This Center supports biomedical and behavioral research on Cardiometabolic Health Disparities in priority populations of Native Hawaiians, Pacific Peoples, Filipinos and other Pacific-based Native Peoples (Alaska Natives, New Zealand Maori).

DEPARTMENT OF GERIATRIC MEDICINE – Org Code: MAGERI

The Department of Geriatric Medicine provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. 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. Given the fact that Hawai‘i is an aging State with one of the longest life expectancies 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.

AREA HEALTH EDUCATION CENTER – Org Code: TBD

The Hawai'i/Pacific Basin AHEC seeks to improve the health of the underserved through education. There are four main activity areas: educating and recruiting students to health professions from K-12 schools; educating health professions students in the rural and underserved communities of Hawai'i, often in multi-professional teams; recruiting health care professionals to rural and underserved areas and providing continuing education; and providing community based and community driven education for all underserved groups in Hawai'i.

DEPARTMENT OF FAMILY MEDICINE AND COMMUNITY HEALTH – Org Code: MAFMCH

The Department 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 for the Department are as follows: to increase access to primary care in Hawai'i and greater Pacific; 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; and to provide a realistic view of primary care medicine as a career.

DEPARTMENT OF COMPLEMENTARY AND INTEGRATIVE MEDICINE – Org Code: MACAAM

The Department of Complementary and Integrative Medicine is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. 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 recognized by the National Institutes of Health. Hawai'i has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. 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.

APPROVED:



David Lassner, President

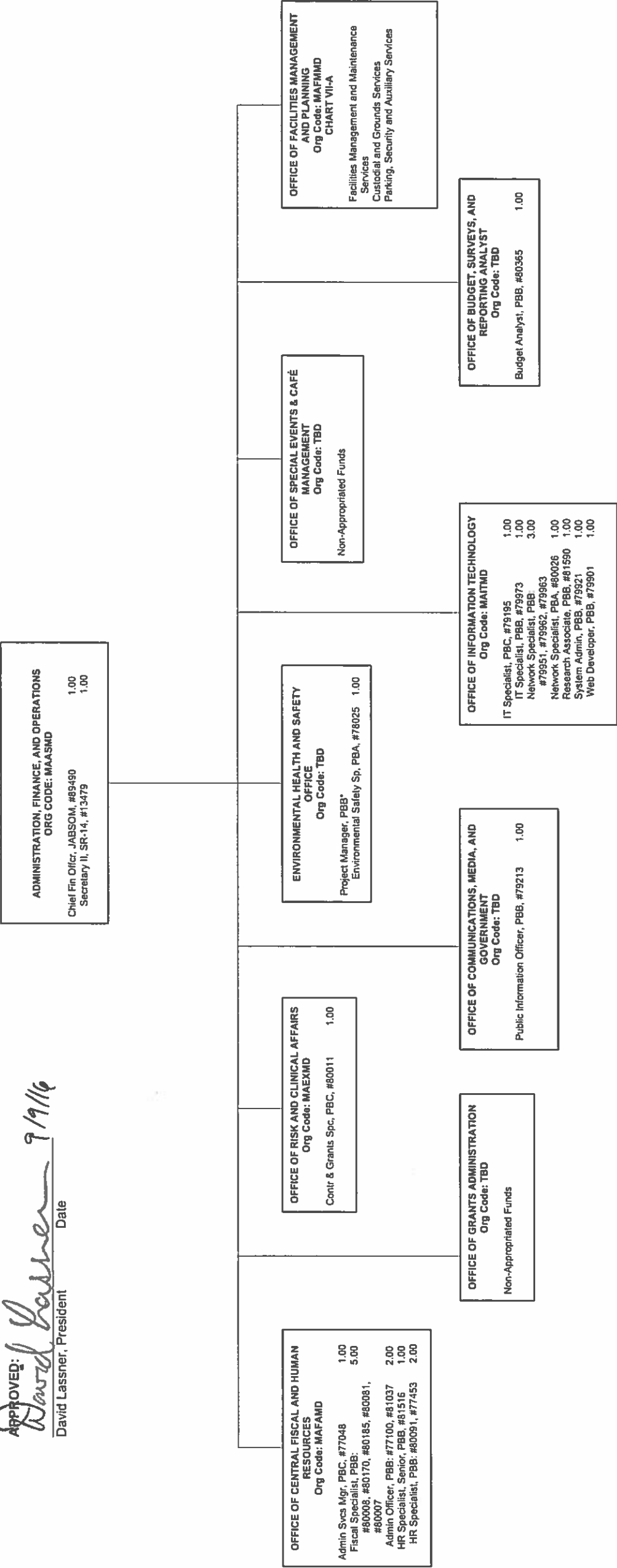
9/9/16

Date

PROPOSED

APPROVED: *David Lassner* 7/9/16
Date
David Lassner, President

GENERAL FUND FTE: 26.00



*- count (#77967) reflected in Chart V-A
MAFMMD

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
ADMINISTRATION, FINANCE, AND OPERATIONS

FUNCTIONAL STATEMENT (Chart V)

ADMINISTRATION, FINANCE, AND OPERATIONS – Org Code: MAASMD

The Office of Administration, Finance and Operations provides leadership and management over administrative functions, business services, and campus operations for all of JABSOM in the functional areas of budget, fiscal and administration, human resources, communications and public relations, grants administration, facilities, information technology, special events, marketing, emergency management, mail, courier, environmental health and safety, compliance, risk management and clinical business affairs. This office is responsible for overseeing all school-wide financial and business operations and facilitates the Kaka'ako campus (as its primary location) education and research buildings, central plant, biosafety level 3 laboratories, animal vivarium, translational research clinic, grounds, housekeeping, network and telecommunications, parking, and food service vendor management, development, maintenance and repair, and environmental health and safety. This office manages JABSOM's four major off-campus leased research and clinical office space locations in Honolulu. All facilities, telecommunications, and parking functions are performed independent of UH Mānoa campus facilities, information services and operations personnel. Finally, this office works under the direction of JABSOM's Chief Financial Officer who serves as the medical school's principal business and operations officer to prepare and monitor budgets, develop long- and short-range strategic and business plans to enhance revenue, assist the Dean in the development of compensation research and teaching incentive plans, provide overall property and space management, and serves as JABSOM's financial liaison to the school's affiliated non-profit organizations (i.e. UCERA, UH Cancer Consortium, Kapi'olani Medical Specialists, Hawai'i Residency Programs).

OFFICE OF CENTRAL FISCAL AND HUMAN RESOURCES – Org Code: MAFAMD

The Office of Central Fiscal and Human Resources approves and controls expenditures, initiates, oversees, and tracks all personnel transactions, acquires and monitors all equipment and property assigned to JABSOM, procures and pays for all supplies needed for JABSOM's operations. The office also prepares periodic financial and other management reports to support the JABSOM Dean/Associate Deans/CFO in the management of JABSOM operations. The Office is responsible for developing appropriate accounting and payment processes and systems including analyzing and reporting data generated by those processes and systems.

In addition, the Office provides oversight, administration, and guidance to personnel actions and Human Resources-related concerns for all of JABSOM, including payroll, recruitment and appointment, Equal Employment Opportunity compliance, benefits dissemination and advice, labor relations and Title IX.

OFFICE OF GRANTS ADMINISTRATION – Org Code: TBD

The Office of Grants Administration was established in 2003 to facilitate the grants preparation and submittal process. The office works in close collaboration with the Executive Office, the Office of Central Fiscal and Human Resources and the Office of Research Services. The office is responsible for designing and administering effective procedural systems that help increase the probability of award success. The office reviews proposals, collaborative agreements, and financial and personnel requirements, and assists with budget preparation and ensures all requirements are met prior to actual implementation.

OFFICE OF RISK AND CLINICAL AFFAIRS – Org Code: MAEXMD

The Office of Risk and Clinical Affairs (ORCA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM's affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals and faculty practice plan affiliated with JABSOM indirectly provide over twenty-five percent (25%) of the School's annual all funds operating budget and thus are of crucial importance to the School's education and research programs. This office has the administrative oversight of JABSOM's medical malpractice professional liability programs, internal policies and overall business compliance.

In addition, JABSOM leases large amounts of space from the hospitals to state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM's operations.

OFFICE OF COMMUNICATIONS, MEDIA, AND GOVERNMENT – Org Code: TBD

The Office of Communications, Media, and Government is responsible for providing information updates, and for the generation and dissemination of news items of value to JABSOM and the community. The office also interacts with the Hawai'i State Legislature on issues pertinent to JABSOM.

ENVIRONMENTAL HEALTH AND SAFETY OFFICE – Org Code: TBD

Environmental Health and Safety Office provides oversight for all environmental health and safety issues affecting JABSOM. The Office is charged with responsibility for strategic planning, program development and service delivery of program operations, management of a safe campus environment through the development and administration of health and safety programs.

OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD

The Office of Information Technology provides 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 telecommunication, workplace networking, audio/visual and graphic design, website management, and bioinformatics resources for all JABSOM locations.

OFFICE OF SPECIAL EVENTS AND CAFÉ MANAGEMENT – Org Code: TBD

This office liaises with the community by providing informational tours for visitors to JABSOM, facilitating all Dean's office donor, recognition, convocation, and incoming medical student and residency events, and oversees the business processes resulting from the use of JABSOM facilities as a space to hold special community related events. The office is also responsible for overseeing the operations of the only Kaka'ako food service facility including the managing the relationships between JABSOM and the food service vendors operating in the Waiola café

OFFICE OF BUDGET, SURVEYS, AND REPORTING ANALYST– Org Code: TBD

This office administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's departmental budgets. The office also coordinates the preparation of the Graduate Medical Education (GME) operating budgets in partnership with Hawaii Residency Programs, Inc. The office prepares JABSOM's legislative reports (as JABSOM is a separate UH Hawai'i State legislative budget line item independent of UH Mānoa), and prepares JABSOM's annual and quarterly budget submittals to UH Mānoa and UH System offices. This office also provides all annual financial reports and metric surveys required to comply with JABSOM's medical education accrediting agency and the Association of American Medical Colleges (AAMC).

APPROVED:

David Lassner

9/9/16

David Lassner, President

Date

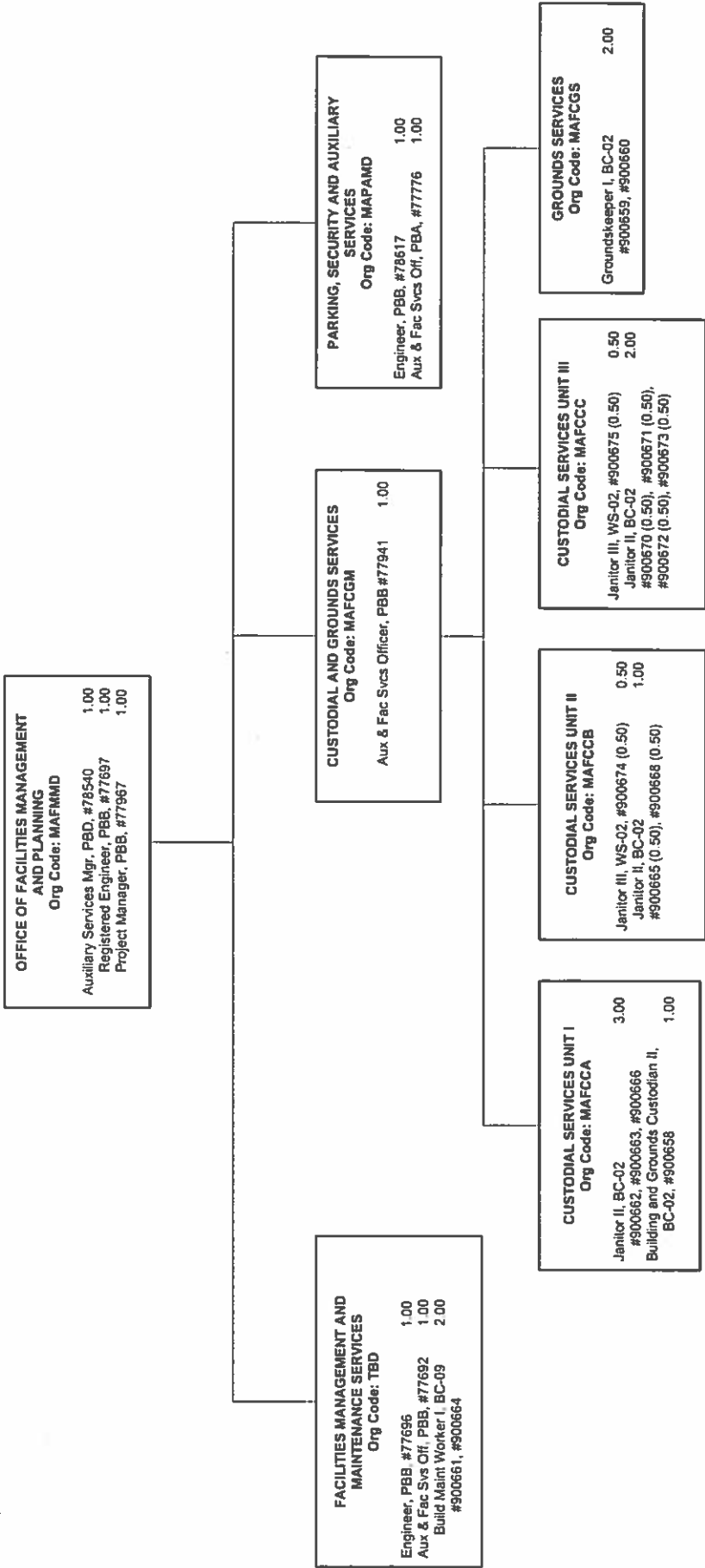
State of Hawai'i
University of Hawai'i
University of Hawai'i at Manoa
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF FACILITIES MANAGEMENT AND
PLANNING
ORGANIZATION CHART
CHART V-A

PROPOSED

David Lassner 9/9/16

David Lassner, President Date

GENERAL FUND FTE: 20.00



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF FACILITIES MANAGEMENT AND PLANNING

FUNCTIONAL STATEMENT (Chart V-A)

OFFICE OF FACILITIES MANAGEMENT AND PLANNING – Org Code: MAFMMD

The Office of Facilities Management and Planning is responsible for the management of buildings and corrective, preventive and predictive maintenance services. This includes plant operations, building air conditioning operations, capital projects, construction management and monitoring of contractors' performance, landscaping, janitorial services, security and research building health and safety certification to the entire JABSOM campus.

FACILITIES MANAGEMENT AND MAINTENANCE SERVICES– Org Code: TBD

Facilities Management and Maintenance Services is responsible to plan, direct and coordinate building maintenance services to the JABSOM campus which includes, but is not limited to, the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant Building.

CUSTODIAL AND GROUNDS SERVICES – Org Code: MAFCGM

Custodial and Grounds Services is responsible for providing custodial and grounds keeping services to the JABSOM campus.

Custodial Services Unit I – Org Code: MAFCCA

Custodial Services Unit I will provide daytime custodial services to JABSOM to include, but not limited to, the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant Building.

Custodial Services Unit II – Org Code: MAFCCB

Custodial Services Unit II will provide afternoon/evening custodial services to the JABSOM Medical Education Building, and the Ancillary Building.

Custodial Services Unit III – Org Code: MAFCCC

Custodial Services Unit III will provide afternoon/evening custodial services to the JABSOM Bio-Sciences Building, and the Central Plant Building.

Grounds Services – Org Code: MAFCGS

Grounds Services will provide grounds keeping to all JABSOM outdoor areas and facilities to include, but not limited to, the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant Building.

PARKING, SECURITY AND AUXILIARY SERVICES – Org Code: MAPAMD

Parking, Security and Auxiliary Services is responsible for the management of the two (2) private parking lots servicing the JABSOM campus; coordinate with the University of Hawai'i at Mānoa Parking Services in the management and assignment of the one (1) parking lot at the Kaka'ako; coordinate security to all Kaka'ako facilities, parking areas and auxiliary services for the entire JABSOM campus.

APPROVED:



9/9/16

David Lassner, President

Date

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F) From: To:	Basis for Change/ Impact on Position
1	I	89077	F 89077 moved from Chart II (Dean) to Chart I (Dean's Office)	Department needs
2	I	24033	F 24033 moved from Chart II (Dean) to Chart I (Dean's Office); changed from Sec III to Sec IV	Department needs
3	IV	83651	F 83651 moved from Chart IV (CAAM) to Chart IV (Fundamentals of Health Science)	Faculty agreement
4	II	89075	V 89075 moved from Chart II (ADME) to Chart II (ADAA)	Position redesign
5	II-A	82126	F 82126 moved from Chart IV to Chart II-A (Medical Technology) (.45)	Revised org chart
6	II-A	84340	V 84340 moved from Chart IV to Chart II-A (Medical Technology) (.20)	Revised org chart
7	II-A	84955	V 84955 moved from Chart IV to Chart II-A (Medical Technology) (.35)	Revised org chart
8	II-A	86213	F 86213 moved from Chart IV to Chart II-A (Medical Technology) (.35)	Revised org chart
9	II-A	86735	F 86735 moved from Chart IV to Chart II-A (Medical Technology)	Revised org chart
10	II-A	87251	F 87251 moved from Chart IV to Chart II-A (Medical Technology) (.45)	Revised org chart
11	II-A	88696	V 88696 moved from Chart IV to Chart II-A (Medical Technology) (.20)	Revised org chart
12	II-A	82146	F 82146 moved from Chart IV to Chart II-A (CSD) (.25)	Revised org chart
13	II-A	82457	F 82457 moved from Chart IV to Chart II-A (CSD) (.50)	Revised org chart
14	II-A	82600	F 82600 moved from Chart IV to Chart II-A (CSD) (.50)	Revised org chart
15	II-A	83869	F 83869 moved from Chart IV to Chart II-A (CSD)	Revised org chart
16	II-A	84644	F 84644 moved from Chart IV to Chart II-A (CSD)	Revised org chart
17	II-A	85304	V 85304 moved from Chart IV to Chart II-A (CSD) (.50)	Revised org chart
18	II-A	83586	F 83586 moved from Chart IV to Chart II-A (CSD)	Revised org chart
19	II-B	82256	F 82256 moved from Chart II to Chart II-B (Library)	Revised org chart
20	II-B	85854	F 85854 moved from Chart II to Chart II-B (Library)	Revised org chart
21	II-B	88953	F 88953 moved from Chart II to Chart II-B (Library)	Revised org chart
22	II-B	78590	F 78590 moved from Chart II to Chart II-B (Library)	Revised org chart

Jeffery Long - Human Resources Specialist
Administrator's Signature, Name and Title

7/1/2016 692-1172

Date Telephone Number

HR Review
 OFA Review

University of Hawai'i at Mānoa
Allocated and Authorized BU/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F) From: To:	Basis for Change/ Impact on Position
23	II-A	86199	F 86199 moved from Chart IV to Chart II-A (CSD) (.50)	Revised org chart
24	II-B	78610	78610 moved from Chart II to Chart II-B (Library)	Revised org chart
25	II-B	900221	900221 moved from Chart II to Chart II-B (Library)	Revised org chart
26	II-C	70163	70163 moved from Chart II (OME) to Chart II-C (Admissions) (.49)	Revised org chart
27	II-C	82824	82824 moved from Chart V to Chart II-C (Imi Ho'ola)	Revised org chart
28	II-C	85893	85893 moved from Chart V to Chart II-C (Imi Ho'ola) (.50)	Revised org chart
29	II-C	86057	86057 moved from Chart V to Chart II-C (Imi Ho'ola) (.50)	Revised org chart
30	II-C	86332	86332 moved from Chart V to Chart II-C (Imi Ho'ola)	Revised org chart
31	II-C	88902	88902 moved from Chart V to Chart II-C (Imi Ho'ola)	Revised org chart
32	II-C	85707	85707 moved from Chart II to Chart II-C (OSA) (.50)	Revised org chart
33	II-C	79198	79198 moved from Chart II to Chart II-C (OSA)	Revised org chart
34	II-C	80643	80643 moved from Chart II to Chart II-C (OSA)	Revised org chart
35	II-C	78933	78933 moved from Chart II to Chart II-C (OSA)	Revised org chart
36	II-C	83245	83245 moved from Chart II to Chart II-C (OME)	Revised org chart
37	II-C	85035	85035 moved from Chart II to Chart II-C (OME) (.50)	Revised org chart
38	II-C	85456	85456 moved from Chart II to Chart II-C (OME) (.75)	Revised org chart
39	II-C	88464	88464 moved from Chart II to Chart II-C (OME) (.49)	Revised org chart
40	II-C	78933	78933 moved from Chart II to Chart II-C (OSA)	Revised org chart
41	II-C	83245	83245 moved from Chart II to Chart II-C (OME)	Revised org chart
42	II-C	85035	85035 moved from Chart II to Chart II-C (OME) (.50)	Revised org chart
43	II-C	88970	88970 moved from Chart II to Chart II-C (OME) (.49)	Revised org chart
44	II-C	43598	43598 moved from Chart II to Chart II-C (OME)	Revised org chart
45	II-C	88499	88499 moved from Chart II to Chart II-C (OME) (.49)	Revised org chart

Jeffery Long - Human Resources Specialist

Administrator's Signature, Name and Title

7/1/2016

Date

692-1172

Telephone Number

HR Review
OFA Review

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)	Basis for Change/ Impact on Position
			From: To:	
46	II-C	88890	88890 moved from Chart II to Chart II-C (OME) (.50)	Revised org chart
47	II-C	78783	78783 moved from Chart II to Chart II-C (OME)	Revised org chart
48	II-C	79142	79142 moved from Chart II to Chart II-C (OME)	Revised org chart
49	II-C	80171	80171 moved from Chart II to Chart II-C (OME)	Revised org chart
50	II-C	80525	F 80525 moved from Chart II to Chart II-C (OME)	Revised org chart
51	II-C	78233	F 78233 moved from Chart II to Chart II-C (OME)	Revised org chart
52	II-C	85823	F 85823 moved from Chart II (OME) to Chart II-C (OME) (.50)	Revised org chart
53	II-C	88890	88890 Increased by 0.25 FTE from 88679 (total FTE to .50)	Revised org chart
54	III	83878	F 83878 moved from Anatomy to IBR	Department needs
55	III	82858	F 82858 moved from Tropical Medicine to Biostatistics	Revised org chart
56	III	86194	V 86194 moved from Chart II (Office of the Dean) to Chart III (Biostatistics)	Revised org chart
57	III	85668	F 85668 moved from Chart V (Medicine) to Chart III(Biostatistics) (.25)	Revised org chart
58	III	84994	V 84994 moved from Chart IV (Medicine) to Chart III (Tropical Medicine) (.75)	Revised org chart
59	III	88361	V Position Swept (.41)	Department needs
60	IV	83979	V 83979 moved from Chart III (Tropical Medicine) to Chart IV (Medicine)	Revised org chart
61	IV	82791	F 82791 moved from Medicine to CCR	Revised org chart
62	IV	82194	F 82194 moved from Medicine to CCR	Revised org chart
63	IV	82978	F 82978 moved from Medicine to CCR	Revised org chart
64	IV	85664	F 85664 moved from Medicine to MRI	Revised org chart
65	IV	84152	F 84152 moved from Medicine to MRI (.55)	Revised org chart
66	IV	83526	F 83526 moved from CAM to AHEC (.25)	Revised org chart
67	IV	80186	V 80186 moved from Medicine the Native Hawaiian Health	Revised org chart
68	IV	83495	F 83495 moved from Medicine to MRI (.25)	Unit needs Revised org chart

Jeffery Long - Human Resources Specialist

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7/1/2016

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University of Hawai'i at Mānoa

Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)	From: To:	Basis for Change/ Impact on Position
66	IV	70171	F 70171 moved from Medicine to HICFA (.40)		Revised org chart
67	IV	87136	V 87136 moved from Geriatrics to Surgery (.50)		Unit needs
68	IV	83300	V 83300 added to NHCOE pending Budget approval (no count)		Pending Budget app
69	IV	83906	F #82589 issued fr Chan Pool used to establish 83906 added to NHCOE (.50)		Issued fr Chan Pool
70	IV	87034	F #82159 Issued fr Chan Pool used to establish 87034 added to NHCOE		Issued fr Chan Pool
71	IV	83671	V #84654 issued fr Chan Pool used to establish 83671 added to NHCOE		Issued fr Chan Pool
72	IV	84030	F #84534 (.27), #88361 (.41), #84146 (.40) issued from Chan Pool to establish #84030 (1.00) added to NHCOE (.08 remaining issued to #88432)		Issued fr Chan Pool
73	IV	88679	88679 abolished; 0.25 FTE moved to 88890		Department needs
74	IV	88432	V 0.25 FTE moved from 88432 to 84994		Department needs
75	IV	84146	V Swept to Chan Pool (.40)		Chan pooled
76	IV	88432	V Increase FTE from .35 to .43 use bal. from 1.08 Issued for #84030		Department needs
77	IV	85805	V 85805 Reduced FTE from .24 to 0, .05 FTE to #82520, .05 FTE to #83099 and .14 FTE to #85665		Department needs
78	IV	82520	F 82520 Increase FTE from .10 to .15, .05 FTE from #85805		Department needs
79	IV	83099	F 83099 Increase FTE from .10 to .15, .05 FTE from #85805		Department needs
80	IV	85665	F 85665 Increase FTE from .25 to .39, .05 FTE from #85805		Department needs
81	V	80008	F 80008 moved from Chart II (OFAA) to Chart V (OCFHR)		Revised org chart
82	V	80170	F 80170 moved from Chart II (OFAA) to Chart V (OCFHR)		Revised org chart

Jeffery Long - Human Resources Specialist

Administrator's Signature, Name and Title

7/1/2016

Date

692-1172

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HR Review

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: **John A. Burns School of Medicine**

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F) From: To:	Basis for Change/ Impact on Position
83	V	77048	F 77048 moved from Chart II (OFAA) to Chart VI (OCFHR); change from Fiscal Manager to Admin Svcs Manager	Revised org chart
84	V	80185	F 80185 moved from Chart II (OFAA) to Chart V (OCFHR)	Revised org chart
85	V	80081	F 80081 moved from Chart II (OFAA) to Chart V (OCFHR)	Revised org chart
86	V	77100	F 77100 moved from Chart II (OME) to Chart V (OCFHR); from Edu Supp to Admin	Employee Agreement
87	V	81516	F 81516 moved from Chart II (Human Resources) to Chart V (OCFHR)	Revised org chart
88	V	80091	F 80091 moved from Chart II (Human Resources) to Chart V (OCFHR)	Revised org chart
89	V	77453	V 77453 Abolished/Count used to establish F 77453 move Chart II to Chart V	Revised org chart
90	V	80011	F 80011 moved from Chart II (Hospital and External Business Affairs) to Chart V	Revised org chart
91	V	79901	F 79901 moved from Chart II (Office of the Dean) to Chart V (IT)	Revised org chart
92	V	79195	V 79195 moved from Chart II (IT) to Chart V (IT)	Revised org chart
93	V	79996	F 79996 moved from Chart II (IT) to Chart III (Anatomy)	Revised org chart
94	V	79973	F 79973 moved from Chart II (IT) to Chart V (IT)	Revised org chart
95	V	79951	F 79951 moved from Chart II (IT) to Chart V (IT)	Revised org chart
96	V	79962	F 79962 moved from Chart II (IT) to Chart V (IT)	Revised org chart
97	V	79963	F 79963 moved from Chart II (IT) to Chart V (IT)	Revised org chart
98	V	80026	F 80026 moved from Chart II (IT) to Chart V (IT)	Revised org chart
99	V	81590	F 81590 moved from Chart II (IT) to Chart V (IT)	Revised org chart
100	V	79921	F 79921 moved from Chart II (IT) to Chart V (IT)	Revised org chart
101	V	80365	F 80365 moved from Chart II (Office of the Dean) to Chart V (Budget, Surveys, and	Revised org chart
102	V	81037	F 81037 moved from Chart IV (Anatomy) to Chart V (OCFHR)	Department needs
103	V	80007	F 80007 moved from Chart II (OFAA) to Chart V (OCFHR)	Revised org chart
104	V-A	78540	F 78540 moved from Chart II (Facilities) to Chart V-A (Facilities)	Revised org chart

Jeffery Long - Human Resources Specialist
Administrator's Signature, Name and Title

7/1/2016 692-1172

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HR Review
OFA Review

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F) From: To:	Basis for Change/ Impact on Position
105	V-A	77697	F 77697 moved from Chart II (Facilities) to Chart V-A (Facilities)	Revised org chart
106	V-A	77967	F 77967 moved from Chart II (Facilities) to Chart V-A (Facilities)	Revised org chart
107	V-A	77696	F 77696 moved from Chart II (Facilities) to Chart V-A (Maintenance)	Revised org chart
108	V-A	77692	V 77692 moved from Chart II (Facilities) to Chart V-A (Maintenance)	Revised org chart
109	V-A	900661	F 900661 moved from Chart II-A (Maintenance Services) to Chart V-A (Maintenance)	Revised org chart
110	V	78025	F 78025 moved from Chart II (Facilities) to Chart V (EHSO)	Revised org chart
111	V-A	900662	F 900662 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)	Revised org chart
112	V-A	900663	F 900663 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)	Revised org chart
113	V-A	900668	F 900668 moved from Chart II-A (Custodial Unit I) to Chart V-A (Custodial Unit I)	Revised org chart
114	V-A	900674	F 900674 moved from Chart II-A (Custodial Unit II) to Chart V-A (.50)	Revised org chart
115	V-A	900664	V 900664 moved from Chart II-A (Custodial Unit II) to Chart V-A (Facilities Maintenance)	Revised org chart
116	V-A	900665	F 900665 moved from Chart II-A (Custodial Unit II) to Chart V-A (.50)	Revised org chart
117	V-A	900666	F 900666 moved from Chart II-A (Custodial Unit II) to Chart V-A (.50); in crease	Revised org chart
118	V-A	900667	V 900667 abolished; 0.50 FTE moved to 900664	Revised org chart
119	V-A	900668	F 900668 moved from Chart II-A (Custodial Unit II) to Chart V-A (.50)	Revised org chart
120	V-A	77941	F 77941 moved from Chart II-A (Custodial and Grounds) to Chart V-A (Custodial)	Revised org chart
121	V-A	900675	F 900675 moved from Chart II-A (Custodial Unit III) to Chart V-A (.50)	Revised org chart
122	V-A	900669	V 900669 abolished with 0.50 FTE moved to 900666	Revised org chart
123	V-A	900670	F 900670 moved from Chart II-A (Custodial Unit III) to Chart V-A (.50)	Revised org chart
124	V-A	900671	F 900671 moved from Chart II-A (Custodial Unit III) to Chart V-A (.50)	Revised org chart
125	V-A	900672	F 900672 moved from Chart II-A (Custodial Unit III) to Chart V-A (.50)	Revised org chart
126	V-A	900673	F 900673 moved from Chart II-A (Custodial Unit III) to Chart V-A (.50)	Revised org chart
127	V-A	900659	V 900659 moved from Chart II-A (Grounds Services) to Chart V-A (Grounds Services)	Revised org chart

Jeffery Long - Human Resources Specialist

Administrator's Signature, Name and Title

HR Review
OFA Review

1-Jul-16 692-1172

Date Telephone Number

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: John A. Burns School of Medicine

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F) From: To:	Basis for Change/ Impact on Position
128	V-A	900650	V 900650 moved from Chart II-A (Grounds Services) to Chart V-A (Grounds Services)	Revised org chart
129	V-A	78617	F 78617 moved from Chart II (Facilities) to Chart V-A (Parking)	Department needs
130	V-A	77776	F 77776 moved from Chart II (Facilities) to Chart V-A (Parking)	Department needs
131	II	84961	F 84961 (0.25) moved from Chart V (Medicine) to Chart III (GME)	Department needs
132	II-B	83236	F 83236 (0.49) moved from Chart V (Medicine) to Chart III-B	Department needs
133	V	89490	F 89490 moved from Chart II (Dean) to Chart V (AFO)	Department needs
134	V	13479	F 13479 moved from Chart II (Dean) to Chart I (AFO)	Department needs
135	V	79213	F 79213 moved from Chart II (Dean's Office) to Chart V (Communications)	Revised org chart

Jeffery Long - Human Resources Specialist

1-Jul-16

692-1172

Administrator's Signature, Name and Title

Date

Telephone Number

HR Review _____
 OFA Review _____



UNIVERSITY
of HAWAII
MĀNOA

July 11, 2016

Randy Perreira, Executive Director
Hawai'i Government Employees Association (HGEA)
888 Millilani Street, Suite 601
Honolulu, Hawai'i 96813

Dear Mr. Perreira:

The University of Hawai'i is proposing a reorganization of the John A. Burns School of Medicine at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

Your comments on the proposal would be appreciated by August 19, 2016. Your review and comments by this date will be extremely helpful as we work to solidify our organizational structure before the site visit from our accrediting body, the Liaison Committee on Medical Education (LCME). If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, please contact Jeffery Long at jefferyl@hawaii.edu.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerris R. Hedges".

Jerris R. Hedges, MD, MS, MMM
Dean
John A. Burns School of Medicine

c: Tammy Kuniyoshi, UHM Director of Human Resources
Dana Funai, Human Resources Specialist, University of Hawai'i System



UNIVERSITY
of HAWAII
MĀNOA

July 11, 2016

Kristeen Hanselman, Executive Director
University of Hawai'i Professional Assembly
1017 Palm Drive
Honolulu, Hawai'i 96814

Dear Ms. Hanselman:

The University of Hawai'i is proposing a reorganization of the John A. Burns School of Medicine at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

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Mahalo for your support and assistance with this reorganization proposal.

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Jerris R. Hedges, MD, MS, MMM
Dean
John A. Burns School of Medicine

c: Reed Dasenbrock, UHM Vice Chancellor for Academic Affairs
Dana Funai, Human Resources Specialist, University of Hawai'i System



UNIVERSITY
of HAWAII
MĀNOA

July 11, 2016

Dayton Nakanelua, State Director
United Public Workers
1426 North School Street
Honolulu, Hawai'i 96817

Dear Mr. Nakanelua:

The University of Hawai'i is proposing a reorganization of the John A. Burns School of Medicine at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

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Jerris R. Hedges, MD, MS, MMM
Dean
John A. Burns School of Medicine

c: Tammy Kuniyoshi, UHM Director of Human Resources
Dana Funai, Human Resources Specialist, University of Hawai'i System



Reorganization Proposal for JABSOM ONLY

13 messages

Ann Sakuma <annyang@hawaii.edu>

Mon, Jul 11, 2016 at 4:02 PM

To: rvcooney@hawaii.edu

Cc: uhmfs@hawaii.edu, Nancy Foster <nkfoster@hawaii.edu>, Jeffery Long <jefferyl@hawaii.edu>, Clifton Tanabe <cstanabe@hawaii.edu>, Kathleen Cutshaw <cutshaw@hawaii.edu>, Michael Bruno <mbruno2@hawaii.edu>, Alexandra French <afrench@hawaii.edu>, Tammy Kuniyoshi <tammyk@hawaii.edu>, rnagao@hawaii.edu, Kyle Sergeant <sergent@hawaii.edu>, bhigaki@hawaii.edu, Christie Nitta <cfukumae@hawaii.edu>, tmgkono@hawaii.edu, Sheila Kanemaru <shellak3@hawaii.edu>, Jerris Hedges <jerris@hawaii.edu>, vroman@hawaii.edu, Corinne Seymour <cseymour@hawaii.edu>, David Lonborg <dlonborg@hawaii.edu>, Joey Nikaido <jnikaido@hawaii.edu>

Hi Bob – Hope your Monday is going well. The reorganization proposal for JABSOM is now posted on the Organizational Charts website for SEC review: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html. Have attached a PDF copy for easy reference.

As mentioned below, we would greatly appreciate your assistance in providing feedback on the proposal by Friday, August 19, 2016. Please review and submit comments directly to Jeffery Long (JABSOM) at jefferyl@hawaii.edu.

Thank you sincerely for your help in moving this proposal forward to fulfill reaccreditation by LCME.

With best regards,

Ann -

From: Robert Cooney [mailto:rvcooney@hawaii.edu]

Sent: Friday, July 08, 2016 4:03 PM

To: Ann Sakuma

Subject: Re: Heads-Up: JABSOM ONLY reorg

Thanks Ann,

have been out of the office all day but will look forward to receiving the proposal.

Bob

On Friday, July 8, 2016, Ann Sakuma <annyang@hawaii.edu> wrote:

Hi Bob – As a follow-up to my voice message, just wanted to give you a heads up that a JABSOM only reorg will be submitted for SEC review next week to align academic resources and develop a better-organized central administrative unit to serve the School, providing a stronger foundation for JABSOM's reaccreditation by the Liaison Committee on Medical Education (LCME). The changes being proposed for JABSOM have already been reviewed as part of the JABSOM-UHCC reorg that has been put on hold and thus, we would greatly appreciate SEC's review by August 19. Internal review should be done early next week and thus, am targeting to provide info soon after.

Appreciate your help with this effort.

Have a great weekend ahead.

From: Marguerite Butler [mailto:mbutler808@gmail.com]

Sent: Thursday, August 04, 2016 1:44 PM

To: annyang@hawaii.edu; Jerris Hedges

Cc: SEC; Faculty Senate UHM; Brian Glazer; David Lassner; dlonborg@hawaii.edu; Robert Bley-Vroman; Kathleen Cutshaw; Michael Bruno; Board of Regents; Randolph Moore

Subject: Re: Reorganization Proposal for JABSOM ONLY

Dear Jerris and Ann,

I am writing on behalf of the MFS SEC, as the newly elected chair. In order to meet your request for a speedy review of the latest JABSOM Reorganization Proposal the SEC handled the issue directly as the MFS Committee on Administration and Budget would not be able to review the proposal during the summer break. Below are several questions that arose from the review, which require clarification so that we can vote on the reorg proposal.

CONSULTATION PROCESS

There is insufficient documentation of faculty review, therefore it is not possible to determine whether the level of faculty consultation was satisfactory.

On page 20 it is noted that: "on July 05 the proposed organization charts and functional statements for the JABSOM Reorganization were sent out from Dr. Hedges to solicit feedback from JABSOM faculty and staff. Feedback was reviewed and addressed as appropriate and functionally applicable."

On July 08 Bob Cooney, SEC Chair was alerted to the fact that the Reorganization Proposal (incorporating faculty feedback) would be posted on July 11. This timeframe seems very short for the collection and incorporation of meaningful feedback from the JABSOM faculty.

In addition, it mentions in several places (pages 14 & 18) that consultation occurred with several groups, including the JABSOM Faculty Senate. It indicates that feedback from all of these groups was considered and incorporated into this latest draft.

Please clarify when these consultations occurred (with dates) and provide information on the specific feedback received from these groups and how it was incorporated. If the feedback was not incorporated, please explain why not. Please provide the documentation of the votes. Copies of Faculty Senate minutes or written feedback from this group would be helpful.

Furthermore, we are unclear which version and portion of the reorganization proposal was submitted for faculty review and to which body. We received information that the JABSOM faculty senate were only asked to review the academic reorganization and not the administrative. Please clarify what was sent to which body.

NEW ADMINISTRATION OFFICE

Will the newly established Administration, Finance and Operations unit handle administrative support only to JABSOM, or to both JABSOM and UHCC?

In the prior Reorganization Proposal that was reviewed in the early Spring by the MFS CAB, administrative support for JABSOM and the UH Cancer Center were integrated into a single unit serving both units. That integration had caused some concerns to the UH Cancer Center. If this reorganization includes the Cancer Center as well, please provide us with documentation regarding: (1) how these concerns were addressed and (2) the votes indicating approval by both the UHCC and JABSOM faculty senates if this current reorganization of administration offices affects both.

RATIONALE FOR REORGANIZATION AND PROPOSED NEW UNITS

On pages 6 & 7 and later in the document a rationale is provided for reorganizing to better align services and units into two primary areas: (1) Academic Affairs and (2) Finance, Administration, and Operations. However within the proposal there is also reference to creating new units, such as the Office of Biostatistics and Quantitative Health Sciences and others. No rationale is provided for creating these new units.

In addition, in several places it mentions "newly created/renamed units" (e.g. p. 21) under both the new ADAA and the AFO. It is unclear which units are renamed and which are in fact new units. In addition, some of these units appear to be duplicative of Manoa functions available to JABSOM currently. For example, the new Tenure and Promotion Office, the new Educational Skills Development office (vis-a-vis UHM Office of Faculty Development & Academic Support), the Office of Undergraduate Education (vis-a-vis UHM VCAA), and numerous units reporting to the AFO which appear to duplicate UHM or UH System central administration, for example JABSOM ITS. In addition, duplication of existing functions between JABSOM Office of Student Affairs (vis-a-vis UHM SA), (p.20-23).

Clarification is needed about which of the units listed under ADAA and AFO are new and which are renamed. For newly created units, a rationale is needed for their creation. Duplication must be eliminated or a rationale must be provided for the necessity of duplicate services.

COST and WORKLOAD ISSUES

The Executive Summary Section III. Budget (p. 7-8) states no anticipated cost for the reorganization. However, within the proposal it indicates that faculty will be taking on greater leadership roles. Organizational charts also indicate a number of new directorships in the new and renamed units. How will these new faculty leaders be compensated for their expanded roles? Please provide clarification on their workload pre- and post-reorganization in terms of numbers of faculty, or students served (medical students, graduate students, undergraduates), or staff supervised. Will there be stipends? If so, how will those additional costs be covered? Will there be reduced workloads in other areas? If so, how will those duties be covered and are there costs involved?

OTHER ALTERNATIVES

In the section on other alternatives considered (p.19), it merely indicates the current structure is not working, but provides no explanation regarding what, specifically, is not working. There are no details of workload for the affected individuals in the current or new structure. There is no information about other approaches to resolving the issues that were considered other than the present proposal, such as streamlining functions that are duplicated with UHM offices.

Thank you very much for providing answers to these questions and concerns.

Sincerely,

Marguerite Butler

Chair, Manoa Faculty Senate



UNIVERSITY
of HAWAII
MĀNOA

August 11, 2016

Marguerite Butler
Chair
University of Hawai'i at Mānoa Senate Executive Committee
Department of Biology
2538 McCarthy Mall, Edmonson Hall 216
Honolulu, Hawaii 96822

Dear Dr. Butler:

Mahalo for your thoughtful feedback from the UH Mānoa Faculty Senate Committee on Administration and Budget (CAB) on the proposed reorganization of the John A. Burns School of Medicine (JABSOM).

Below please find our response to your correspondence dated August 4, 2016. For your convenience, we've bolded excerpts from your comments and questions and have provided our responses unbolded.

CONSULTATION PROCESS

There is insufficient documentation of faculty review, therefore it is not possible to determine whether the level of faculty consultation was satisfactory.

On page 20 it is noted that: "on July 05 the proposed organization charts and functional statements for the JABSOM Reorganization were sent out from Dr. Hedges to solicit feedback from JABSOM faculty and staff. Feedback was reviewed and addressed as appropriate and functionally applicable."

On July 08 Bob Cooney, SEC Chair was alerted to the fact that the Reorganization Proposal (incorporating faculty feedback) would be posted on July 11. This timeframe seems very short for the collection and incorporation of meaningful feedback from the JABSOM faculty.

In addition, it mentions in several places (pages 14 & 18) that consultation occurred with several groups, including the JABSOM Faculty Senate. It indicates that feedback from all of these groups was considered and incorporated into this latest draft.

Please clarify when these consultations occurred (with dates) and provide information on the specific feedback received from these groups and how it was incorporated. If the feedback was not incorporated, please explain why not. Please provide the documentation of the votes. Copies of Faculty Senate minutes or written feedback from this group would be helpful.

Furthermore, we are unclear which version and portion of the reorganization proposal was submitted for faculty review and to which body. We received information that the JABSOM faculty senate were only asked to review the academic reorganization and not the administrative. Please clarify what was sent to which body.

It is true that, in order to present the Liaison Committee for Medical Education (LCME) with a meaningful and validated organizational chart in time for their accreditation site visit early 2017, we have had to operate within a less-than-optimal timeframe, albeit one consistent in the aggregate with reorganization processes. For that, we greatly appreciate your consideration during this process.

When addressing consultation, I will cite the most recent examples of faculty feedback about the proposed reorganization, before clarifying what has already been shared in the Executive Summary proposal. The most recent JABSOM reorganization received extensive JABSOM faculty input during the development of the more comprehensive Kaka'ako campus reorganization that has previously been reviewed by the MFS CAB and is on hold pending arrival of the new Cancer Center Director. As stated above, a request for feedback on the JABSOM only component was sent out July 5, 2016. On July 5 and 6 we received comments and questions from faculty members in two JABSOM units—specifically, the Office of Medical Education (OME) and the Department of Anatomy, Biochemistry and Physiology (Anatomy).

In the case of OME, the faculty director of the unit, describing a more synergistic relationship between faculty members and their responsibilities in OME and the Center for Clinical Skills (CCS). The faculty director requested that JABSOM's educational effort might be streamlined by combining the CCS and its faculty into OME. This subject was discussed with the Interim Associate Dean for Medical Education, who was supportive of the action. To that end, the faculty members in the CCS were joined with their colleagues in OME, as reflected on the proposed organizational chart.

In the case of Anatomy, it had been discussed as to which positions should be housed in the departmental box for Anatomy, and which positions should be housed in the Institute for Biogenesis Research (IBR). After an exchange with the Chair and the Director, it was decided that the faculty positions who work in IBR but have academic appointments in Anatomy be reflected as Anatomy faculty members in that department's box. This change does not include the IBR director, who is reflected as the sole faculty position housed in the IBR unit.

There was no other feedback reported to the Dean's office subsequent to the July 5 solicitation for feedback.

The overwhelming majority of proposed changes in this submission, excluding the changes described above, were discussed with faculty members, as part of the JABSOM-UHCC proposed reorganization into the Kaka'ako Health Sciences. When it became clear that the JABSOM-UHCC proposed reorganization would be put on hold until the appointment of a Director of UHCC, JABSOM was obliged, with a LCME site visit looming, to continue on the path of establishing a realistic and logical stand-alone organizational chart. Therefore, much of the feedback received from faculty about changes made to JABSOM's organizational structure were received and incorporated during the previous reorganization proposal. I should note that, given the opportunity to review and comment on JABSOM-specific organizational changes during the previous submission, the CAB presented no concerns about the proposed changes captured in this reorganization proposal.

In terms of other instances of consultation related to the previous reorganization proposal submitted in the 2015, please see below (in *italics*). While JABSOM generally works by consensus development rather than formal voting on such items, we have included copies of the minutes of these meetings (July 24 and 30 only) for your review.

On June 19, 2015 a more detailed draft of the proposed organization chart was shared with the JABSOM Executive Committee. Suggestions from JABSOM leadership based upon the proposed organizational structure were taken into consideration and, in most cases, reflected on later drafts of the proposed organizational chart. For instance, the faculty requested that the Administrative Services Kaka'ako (ASK)

units be visually represented on Chart I as the bottom tier, to more accurately reflect the hale model of organization as proposed by Dean Hedges (with the ASK serving as the foundation of the hale).

On July 24, 2015 the concept and structure of the offices under the ADAA was shared with JABSOM Executive Committee, and feedback from the gathered leadership again was taken into consideration.

On July 30, 2015 another draft of the organizational chart, with the new offices under the ADAA was shared with the JABSOM Faculty Senate, and Dean Hedges explained the rationale for these organizational changes. Again, feedback from Faculty Senate members was taken into consideration and select changes were implemented.

Finally, the JABSOM faculty members were asked only to review the academic portion of the reorganization, not the administrative portion.

NEW ADMINISTRATION OFFICE

Will the newly established Administration, Finance and Operations unit handle administrative support only to JABSOM, or to both JABSOM and UHCC?

The newly established Administration, Finance, and Operations (AFO) unit will provide administrative support to JABSOM. The final form of shared administrative support services between JABSOM and UHCC will await the arrival and input of the new Cancer Center Director before finalizing a Kaka'ako campus reorganization proposal. Thus, this new AFO unit is JABSOM-specific.

In the prior Reorganization Proposal that was reviewed in the early Spring (2016) by the MFS CAB, administrative support for JABSOM and the UH Cancer Center were integrated into a single unit serving both units. That integration had caused some concerns to the UH Cancer Center. If this reorganization includes the Cancer Center as well, please provide us with documentation regarding: (1) how these concerns were addressed and (2) the votes indicating approval by both the UHCC and JABSOM faculty senates if this current reorganization of administration offices affects both.

As stated above and in the submitted proposal, this proposed reorganization affects JABSOM only, and does not include any aspect of UHCC.

RATIONALE FOR REORGANIZATION AND PROPOSED NEW UNITS

On pages 6 & 7 and later in the document a rationale is provided for reorganizing to better align services and units into two primary areas: (1) Academic Affairs and (2) Finance, Administration, and Operations. However, within the proposal there is also reference to creating new units, such as the Office of Biostatistics and Quantitative Health Sciences and others. No rationale is provided for creating these new units.

Regarding the Office of Biostatistics and Quantitative Health Sciences specifically, this unit was created after a long period of discussion between the Director of Biostatistics and the Chair of Tropical Medicine, Medical Microbiology, and Pharmacology. Both determined that the Director of the Office of Biostatistics, as well as the faculty and staff members who report to the Director, would collaborate more effectively with a broad range of JABSOM and other Manoa constituents as a more defined academic program with some degree of autonomy outside the purview of Tropical Medicine. The establishment of Biostatistics as a new unit illustrates its relative administrative autonomy (as seen in other centers, programs and offices throughout JABSOM that have departmental sponsorship—for instance, IBR/Anatomy). Nonetheless, this program will maintain its connection to Tropical Medicine as its defined departmental sponsor.

In addition, in several places it mentions “newly created/renamed units” (e.g. p. 21) under both the new ADAA and the AFO. It is unclear which units are renamed and which are in fact new units. In addition, some of these units appear to be duplicative of Manoa functions available to JABSOM currently. For example, the new Tenure and Promotion Office, the new Educational Skills Development office (vis-a-vis UHM Office of Faculty Development & Academic Support), the Office of Undergraduate Education (vis-a-vis UHM VCAA), and numerous units reporting to the AFO which appear to duplicate UHM or UH System central administration, for example JABSOM ITS. In addition, duplication of existing functions between JABSOM Office of Student Affairs (vis-a-vis UHM SA), (p.20-23).

Clarification is needed about which of the units listed under ADAA and AFO are new and which are renamed. For newly created units, a rationale is needed for their creation. Duplication must be eliminated or a rationale must be provided for the necessity of duplicate services.

For clarification:

Chart II – Associate Dean for Academic Affairs

1. Office of the Associate Dean of Academic Affairs – renamed. Formerly Office of the Associate Dean for Medical Education.
2. Office of Global and International Health – new organization – existing positions. The creation of this office is a means to codify procedures and better manage the global and international health initiatives that have been administered through JABSOM. This office articulates with other Global & International programs at Manoa.
3. Office of Faculty Affairs/Promotion and Tenure Office/Educational Skills Development – new organization – existing positions. JABSOM faculty, especially clinician-educators who primarily teach medical students, residents, and medical fellows, have different educational, research & service expectations than most faculty members on the UH campus, and provide instruction to a student demographic unique to JABSOM. The presence of faculty development programs tailored for clinical faculty members at JABSOM has been accreditation strength for the School, especially in support of the clinician educators (M-series faculty).
4. Educational Support: Anatomy Lab (new) and Simulation Center (new). These programs have been part of the School for years and are required for accreditation. We are simply putting the programs on the organizational chart to strengthen our reaccreditation process codifying our administrative structure for the better management of the educational resources available to medical students at JABSOM.
5. Office of Undergraduate Medical Education: Office of Admissions (new). JABSOM has always had an admissions office, but in the new organization we are emphasizing two different administrative processes and associated personnel, i.e., Admissions (incoming students) and Student Affairs (current students). Delineating the separate processes under the Associate Dean will strengthen our accreditation status. It is imperative to note that these offices are far from duplicative with Manoa, as there are different procedures for reviewing, admitting and advising medical students from what is practiced on the UHM campus for general undergraduate and graduate students. Further, JABSOM has overseen these processes for decades within its operations.
6. Graduate Medical Education Office – new. JABSOM has provided coordination of its graduate medical education (residents/fellows) for decades, but this function has not previously been acknowledged on the JABSOM organizational chart. The creation of this office will codify processes & procedures by which graduate medical education is managed by the JABSOM Dean's Office and the residency programs located in the clinical departments.

7. Office of Continuing Medical Education – new. JABSOM has provided oversight of continuing medical education for decades. The creation of this office will codify the processes & procedures by which CME activities are managed by the dean's office on behalf of JABSOM clinician-educators and licensed practitioners in the community.

Chart V – Administration, Finance and Operations

1. Office of Central Fiscal and Human Resources – renamed. This office (formerly Fiscal and Administrative Affairs and Human Resources) reflects the synergistic relationship developed between JABSOM fiscal administrators and human resources specialists, a result of greater collaboration under a Chief Administrative Officer.
2. Office of Grants Administration – new. JABSOM has provided a model grants development office for the health sciences for over a decade. The creation of this office will codify the processes & procedures for management of grants submissions and administration support to JABSOM faculty Principal Investigators (and other health sciences investigators partnering with JABSOM).
3. Office of Risk and Clinical Affairs – renamed. Formerly Office of Hospital and External Business Affairs.
4. Environmental Health and Safety Office – new. Formerly embedded within the Office of Facilities Management and Planning. Again, the services of this office are not duplicative of services offered on the UHM campus, as JABSOM manages its own EHSO issues, which include extensive life sciences activities such as a high-tech vivarium, morgue, and level 3 biosafety lab.
5. Office of Information Technology. This office has had a long history as part of the JABSOM organizational chart with unwavering support from UH system and UHM campus offices. Given unique IT needs (e.g., HIPAA compliance) and informatics support within hospital complexes, these services cannot be provided by UH Manoa.
6. Office of Special Events and Café – new. It is incumbent upon JABSOM to negotiate and manage relationships with vendors who occupy the café space in our Medical Education Building. To that end, this office will codify and manage processes & procedures associated with the café, as well as with other guest events situated at our unique facility.
7. Office of Facilities Management and Planning. Self explanatory.

For additional clarification on the justification or general description of any of these units, please refer to the proposed Functional Statements.

COST and WORKLOAD ISSUES

The Executive Summary Section III. Budget (p. 7-8) states no anticipated cost for the reorganization. However, within the proposal it indicates that faculty will be taking on greater leadership roles. Organizational charts also indicate a number of new directorships in the new and renamed units. How will these new faculty leaders be compensated for their expanded roles? Please provide clarification on their workload pre- and post-reorganization in terms of numbers of faculty, or students served (medical students, graduate students, undergraduates), or staff supervised. Will there be stipends? If so, how will those additional costs be covered? Will there be reduced workloads in other areas? If so, how will those duties be covered and are there costs involved?

There will be opportunities for faculty members to take on leadership opportunities under new units. The assignment of a leadership role will be based upon a negotiation between JABSOM administrative leaders (Dean/Associate Dean) and the identified faculty member. In these cases, there may be an increased workload, or a changed workload, which could be addressed with a stipend and/or salary support for a faculty member who chooses to take on an administrative leadership role within the Dean's Office.

All directorships will be identified not as a result of the reorganization *per se*, but because their role is an identified need within JABSOM, regardless of the reorganization. For instance, the Designated Institutional Official (DIO)—though the unit is codified on the proposed reorganization, the role of DIO was created because of requirements of the accrediting body of the medical residency program (ACGME), not because this office will be established through the reorganization.

Every directorship, enabled by the reorganization or otherwise, will be reviewed and approved per the needs of JABSOM holistically, not as a responsibility dictated only by the reorganization. In this sense, while the proposed reorganization illustrates more *codified* leadership roles—that is, more units requiring faculty oversight—each unit, which carries its own responsibilities and accountability, will be attended to according to its own specific needs.

JABSOM funds will be used to pay stipends or salary support to faculty members who take on leadership roles. No additional funds from the University will be requested or required. Further, there will be no cost to the university for any logistical transitions (relocations, supplies and equipment purchasing) related to this proposed reorganization.

OTHER ALTERNATIVES

In the section on other alternatives considered (p.19), it merely indicates the current structure is not working, but provides no explanation regarding what, specifically, is not working. There are no details of workload for the affected individuals in the current or new structure. There is no information about other approaches to resolving the issues that were considered other than the present proposal, such as streamlining functions that are duplicated with UHM offices.

The proposed reorganization states that the existing organizational structure is inadequate. For instance, in the current structure, the Office of Facilities Management, along with its sponsored units, reports to the Associate Dean for Medical Education, which we have determined is an illogical premise. Likewise, the Office of Information Technology, in the currently approved organizational chart, reports to the Office of Fiscal Administrative Affairs, again for an unfounded reason. There is no other approach to remedy these illogical reporting relationships other than to change them through reorganization. By capturing JABSOM Dean's Office administrative units under a single Executive (in this case, the Chief Financial Officer), we are developing a working atmosphere in which these administrative units can more freely collaborate and support one another.

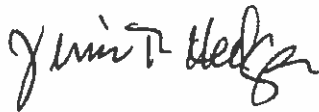
The justification for the creation of the ADAA units is captured in the reorganization proposal, and little, I believe, can be added to justify its purpose within a reorganized JABSOM.

Finally, UHM neither has the personnel nor the resources (academic, information technology, human resources, fiscal, faculty development, admissions, student advising, etc.) to support a unit that is geographically separate from its main campus, the majority of students (excluding graduate students) of which have no relation to UHM outside the auspices of their primary learning environment, JABSOM. Therefore, the suggestion that we could streamline "duplicative" services (some of which are uniquely mandated for medical school accreditation purposes) that exist with a similar title on the UHM campus, albeit in a much different form, is inherently unrealistic.

Should there be any questions, please feel free to contact Jeffery Long (at 692-1172 or jefferyl@hawaii.edu) or myself if you require any additional information. Again, mahalo for your assistance with review of this reorganization proposal.

M. Butler
August 11, 2016
Page 7 of 7

Sincerely,



Jerris R. Hedges, MD, MS, MMM
Professor & Dean
JABSOM

c: David Lassner, President, University of Hawai'i
David Lonborg, Executive Assistant to the President, University of Hawai'i
Robert Bley-Vroman, Interim Chancellor, UHM
Kathleen Cutshaw, Vice Chancellor of Administration, Finance and Operations, UHM
Michael Bruno, Vice Chancellor for Research



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August 26, 2016

Dr. Jerris R. Hedges, Dean
John A. Burns School of Medicine
University of Hawaii
651 Ilalo Street, MEB
Honolulu, Hawaii 96813-5534

Re: John A. Burns School of Medicine Reorganization Proposal

Dear Dr. Hedges,

We are in receipt of your proposal for the John A. Burns School of Medicine reorganization; below we have the following comments/questions:

1. According to page 6 of the proposal, the Environmental Health & Safety Office will be under the Administration, Finance, and Operations unit, however it is not shown on Chart I. Please clarify.
2. In reference to page 8, section B.3, if it is the Employer's intention to eliminate the need for refilling positions that become vacant due to attrition, please clarify who will be responsible for those remaining duties and responsibilities.
3. In reference to item #2 of this letter, please provide what positions will be eliminated through attrition.
4. The proposal mentions the reorganization to be implemented in two phases. Please confirm that the second phase involving the University of Hawaii Cancer Center (UHCC) will be sent to the Union as a proposal for consultation prior to implementation.
5. Please provide the estimated date when phase two of the reorganization will be proposed.
6. Pages 8, 24, & 48, reference a Dean's position number as 80977, on the proposed organizational chart under the School of Medicine, Office of the Dean. However, page 78 references position #89077. Please clarify the correct position number.
7. Please provide a legible copy of Chart V of the current Organizational Chart.
8. Please explain why position #81828 has been included in the proposal when this position currently falls under UHCC. Also, please provide UHCC Chart I (Admin Support Services) and Chart VII (IT) in reference to position #81828.
9. Please provide the position number for the Project Manager position under the Environmental Health & Safety Office on Chart V of the proposed organization chart.

We appreciate the opportunity to provide feedback to this proposal and await your response to our questions/comments. We reserve the right to raise more comments and/or

questions after your response. If you have any questions, feel free to contact me at 543-0046 or via email at cburnett@hgea.org.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Burnett", followed by a long horizontal flourish.

Chris Burnett
Union Agent



UNIVERSITY
of HAWAI'I
MĀNOA

John A. Burns School of Medicine
Office of the Dean

August 26, 2016

Chris Burnett
Union Agent
Hawai'i Government Employees Association (HGEA)
888 Mililani Street
Suite 401
Honolulu, Hawaii 96813-2991

Dear Mr. Burnett:

Mahalo for your thoughtful feedback from the Hawai'i Government Employees Association (HGEA) on the proposed reorganization of the John A. Burns School of Medicine (JABSOM).

Below please find our response to your correspondence dated August 26, 2016. For your convenience, we've **bolded** excerpts from your comments and questions and have provided our responses unbolded.

1. **According to page 6 of the proposal, the Environmental Health & Safety Office (EHSO) will be under Administration, Finance, and Operations unit; however, it is not shown on Chart I. Please clarify.**

EHSO has been included on Chart I under Administration, Finance, and Operations (AFO).

2. **In reference to Page 8, section B.3, if it is the Employer's intention to eliminate the need for refilling positions that become vacant due to the attrition, please clarify who will be responsible for those remaining duties and responsibilities.**

Vacancies of specifically temporary APT positions (not general-funded, permanent positions), are assessed at the time of vacancy in the context of the JABSOM budget. If the budget allows the refilling of a vacant position, then JABSOM will make every effort to ensure that the duties and responsibilities continue to be carried out in the position to which those duties and responsibilities were originally assigned, through a recruitment of the vacant position. However, if the budget does not allow for the refilling of the vacant temporary position, JABSOM will consider reassigning these duties and responsibilities to another position. In cases such as this, JABSOM has access to personnel actions it may employ (temporary assignment, in-grade, rebanding) to address any additional assigned duties to existing employees.

In the case of general-funded permanent positions, JABSOM will make every effort to refill vacancies to provide continuity of mission support.

3. **In reference to item #2 of this letter, please provide what positions will be eliminated through attrition.**

There is no current plan of identifying what, if any, temporary APT positions will be eliminated through attrition. As stated above, each temporary position vacancy is assessed in the context of the JABSOM budget at the time of vacancy. If the budget can sustain the refilling of a vacant, temporary APT position, JABSOM will work to refill the position.

- 4. The proposal mentioned the reorganization to be implemented in two phases. Please confirm that the second phase involving the University of Hawai'i Cancer Center (UHCC) will be sent to the Union as a proposal for consultation prior to implementation.**

This is to confirm that the second phase of this proposed reorganization, as well as, all future proposed reorganization actions, will be sent to HGEA as a proposal for consultation prior to implementation.

- 5. Please provide the estimated date when phase two of the reorganization will be proposed.**

The second phase of a reorganization that includes JABSOM and UHCC will require much internal discussion and planning after the arrival of the new UHCC Director. As of yet, there is no estimated date of proposal for phase two.

- 6. Pages 8, 24, & 48 reference the Dean's position number as 80977, on the proposed organizational chart under the School of Medicine, Office of the Dean. However, page 78 references the position as 89077. Please clarify the correct position number.**

The correct number is 89077. This number has been corrected on the proposal.

- 7. Please provide a legible copy of Chart V of the current Organizational Chart.**

The current Organizational Chart, subsequent to the moving of Public Health to the School of Social Work, does not include a Chart V.

- 8. Please explain why position #81828 has been included in this proposal when this position currently falls under UHCC.**

Position 81828 is not included in this proposal—any reference to this position in the proposal has been removed.

- 9. Please provide the position number for the Project Manager position under the EHSO on Chart V of the proposed Organizational Chart.**

The position number is 77967.

Sincerely,



Jerris R. Hedges, MD, MS, MMM
Professor & Dean
JABSOM

c: David Lassner, President, University of Hawai'i
Robert Bley-Vroman, Interim Chancellor, UHM



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September 9, 2016

Dr. Jerris R. Hedges, Dean
John A. Burns School of Medicine
University of Hawaii
651 Ilalo Street, MEB
Honolulu, Hawaii 96813-5534

Re: John A. Burns School of Medicine Reorganization Proposal

Dear Dr. Hedges,

This is in response to your letter dated August 26, 2016, to address our questions and comments related to the proposal of the reorganization of the John A. Burns School of Medicine (JABSOM).

We have distributed the proposal and solicited comments. Based on our responses received, we do not have any further questions at this time. However, should any unforeseen issues arise during the implementation of the reorganization, it is our expectation that the University will be willing to meet and discuss any concerns.

Thank you once again for the opportunity to provide input.

Sincerely,

Chris Burnett
Union Agent