



UNIVERSITY  
of HAWAII®  
MĀNOA

June 23, 2022

MEMORANDUM

TO: David Lassner  
President, UH

VIA: Michael Bruno *John F. Burns* for Michael Bruno  
Provost

VIA Laura Lyons, Interim Vice Provost of Academic Excellence *John F. Burns*  
FROM: Jerris Hedges *Jerris Hedges*  
Dean

SUBJECT: Reorganization Proposal for the John A Burns School of Medicine (JABSOM)

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization proposal of the John A. Burns School of Medicine (JABSOM) at the University of Hawai'i at Mānoa.

RECOMMENDED EFFECTIVE DATE:

July 1, 2022.

ADDITIONAL COST:

No addition costs are associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to reflect an organizational structure that more appropriately aligns with JABSOM's evolved organizational and operational structure and which more accurately reflects current lines of supervision.

BACKGROUND:

Pursuant to Administrative Procedures A3.101 *University of Hawaii 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 changes responsibilities of programs reporting directly to the Board or President;
- c) do not incur significant additional expenses; or
- d) do not have a significant programmatic impact on the University may be approved under delegated authority by the Chancellor 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 employees. The details of the reorganization are outlined in the attached Executive Summary and proposal.

It is noteworthy that based on feedback from consultative bodies (JABSOM Faculty Senate, Manoa Faculty Senate, Manoa Staff Senate, and Graduate Student Organization), this reorganization proposal has

been incrementally modified over the last two years. Further, JABSOM executive leadership has increased engagement with JFS, employees, and students to address the challenges of this prolonged and multi-party consultation process. Great effort has been made to address concerns raised during the process in this final version of the reorganization proposal.

We acknowledge the MFS CAB's resolution in spring 2022, along with MFS CAB members' perceptions and concerns. The source of the concerns appears to be isolated faculty member comments first raised at the level within the MFS CAB in the fall of 2020, along with procedural issues related to the parallel multi-party consultation process, which conflicted with the guidance we received from UH Manoa Business and Finance regarding the approach to submission of materials to the MFS. We would like to note that the nonprocedural concerns listed in the spring 2022 CAB resolution were first shared with JABSOM leadership on May 6, 2021.

JABSOM has since met with the JABSOM Faculty Senate, students and employees to address these concerns, no additional concerns have been brought forward since. The JABSOM Faculty Senate has shown support for the reorganization proposal by voting to approve the proposal at its regularly scheduled meeting on October 28, 2021. I have attached a summary of consultations with JABSOM Faculty Senate, as provided by the Chair of JABSOM Faculty Senate. I have also attached a summary response to the MFS CAB resolution in spring 2022.

ACTION RECOMMENDED:

It is recommended that the attached reorganization proposal for the John A. Burns School of Medicine (JABSOM) at the University of Hawai'i at Mānoa be approved.

Should you have any questions, I can be reached at (808) 692-0899 or via email at [jerris@hawaii.edu](mailto:jerris@hawaii.edu).

Attachments:

- Executive Summary
- Narrative
- Current Organizational Charts and Functional Statements
- Proposed Organizational Charts and Functional Statements
- BJ/BT Positions Impacted Worksheet
- Letters and Responses
- Summary of Consultation with JFS
- Summary Response to MFS CAB Spring 2022

APPROVED / DISAPPROVED:

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David Lassner  
President, UH

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Date

# **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 intends to represent a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require any additional funds, and does not require the creation of new faculty, staff or executive positions.

Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is overly complicated and incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units perform within JABSOM in a more concise manner.

Additionally, 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. This reorganization proposal captures the matrixed organizational structure of JABSOM, including the school's professional education programs that require the school to follow unique accreditation requirements, which include:

- 1) The 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) Medical Technology and Communication Sciences and Disorders allied health professional degrees accreditation specifications.

## II. **Major Elements to the Proposal:**

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

Our reorganization proposal includes a transfer of four single departmental units from one chart to another, and includes an addition of a new department (that does not require the addition of a new FTE). Please note that although departmental units are being transferred from one chart to another, the transfers proposed are meant to align supervision of these employees within the correct unit that JABSOM has been operating. Thus, employees are not to be negatively impacted by our chart reorganization proposal that more accurately depicts a department's functional association with the respective JABSOM executive supervising that unit. The chart below summaries department transfers in (+) or transfers out (-) between JABSOM charts and includes the addition of the **new** department.

	<b>Chart II - Academic Affairs Departments</b>	<b>Chart III - Fundamentals of Health Sciences Departments</b>	<b>Chart IV - Clinical Affairs Departments</b>	<b>Chart V - Administration, Finance &amp; Operations</b>
1	+Area Health Education Center		-Area Health Education Center	
2	+Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	
3		+Office of Grants Development		-Office of Grants Development
4			+Office of Risk and Clinical Affairs	-Office of Risk and Clinical Affairs
5				+Office of Property & Asset Management (New)

Narrative explanations of the proposed department unit reorganizations are as follows:

1. Area Health Education Center (AHEC) transfer from Chart IV to Chart II.
  - a. This unit's primary functions focus on educating and recruiting students to health professions from K-16 schools; educating health professions students in the rural and underserved communities of Hawai'i, often in multi-professional teams; recruiting healthcare professionals to rural and underserved areas and providing continuing education; and conducting health profession workforce assessments to determine shortages. Thus, this transfer to the Academic Affairs Departments (Chart II) aligns AHEC's functions with JABSOM's continuum of medical education.
2. Department of Quantitative Health Sciences (QHS). Transfer from Charts III and IV to Chart II.
  - a. This unit represents the combination of the former Department of Complementary & Integrative Medicine (formerly listed on chart IV) and QHS that resided on chart III. The official name change of this departmental unit was approved by the UH Mānoa Provost and UH President. All faculty voted for the name change and the department relocation supervision to fall under the Associate Dean of Academic Affairs, who has full executive oversight of the Academic Affairs Departments (Chart II).
  - b. Additionally, the secretary, #23961, that was assigned to the Department of Complementary and Integrative Medicine has been transferred to the Academic Affairs Departments (Chart II), transferring from Chart IV.
3. Office of Grants Development transfer from Chart V to Chart III.
  - a. This unit serves JABSOM's research mission and reports to the Associate Dean of Research who also oversees the Fundamentals of Health Sciences Departments (Chart III). All employees in this unit are Research Corporation of the University of Hawaii (RCUH) employees; thus, transferring to Chart III reflects a more accurate organization alignment.
4. Office of Risk and Clinical Affairs transfer from Chart V to Chart IV.
  - a. This unit's function is to advise JABSOM's clinical departments in managing medical malpractice risk and utilization, clinical research compliance, and JABSOM's external medical and international affiliation agreements to ensure legal compliance

with JABSOM's professional school accreditation requirements. The unit's executive supervisor is the Interim Associate Dean of Clinical Programs who oversees all Clinical Science Departments listed under Chart IV.

5. The Office of Administration, Finance, and Operations (OAFO) reflected in chart V, is adding a department to Chart V.
  - a. JABSOM has over 300,000 square feet at Kaka'ako campus and the nearly 200,000 of leased square feet of space. JABSOM's Kaka'ako location includes the medical education building (MEB), basic science building (BSB), Kaka'ako clinic, and our central plant. JABSOM leases space in the Gold Bond Building, Queens Medical Center, Kuakini Medical Center, and Kapiolani Women's and Children's' Medical Center. Our external leases house our community-based and clinical researchers and various clinical sciences departments. The Office of Property and Asset Management function was formerly housed under the office of the Associate Dean of Administration, Finance, and Operations (ADAFO) and Facilities, but requires formal recognition due to its responsibility for coordinating all space requests via the JABSOM Space Committee, facilitating asset management tracking, and coordinating external lease renovations and department relocations.
  - b. The project manager employee, #77967, that facilitates this new office transferred from the ADAFO's box.

### **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. None.
- 2) Are additional funds needed?
  - a. None.
- 3) If so, how will the cost of the reorganization be funded?
  - a. Not applicable.
- 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. None.
- 2) Will additional faculty/support personnel be required?
  - a. No.
- 3) If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization?
  - a. Not applicable.
- 4) Will there be a reduction in faculty/staff?
  - a. No planned reduction.
- 5) If so, what steps have been taken to ensure proper consultation?
  - a. Not applicable.
- 6) Identify faculty/staff positions impacted by the anticipated changes.

The positions impacted by this reorganization are listed in UHM Attachment 3.

**C. Space**

- 1) Will additional space outside own resources/allocations be required?
  - a. No.
- 2) If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted?
  - a. Not applicable.

**IV. Consultation:**

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

Consultation occurred with JABSOM faculty and staff on a number of occasions. The following JABSOM groups were consulted and input incorporated into the revised organizational plan as presented:



1. JABSOM Administrative Staff – No issues raised.
  - a. JABSOM's Administrative Officer Group Meeting (January 2020)
  - b. JABSOM All Staff Meeting (March 2020)
2. JABSOM Faculty – One question raised.
  - a. JABSOM General Faculty Meeting (April 2020)
  - b. JABSOM Faculty Senate (June 2020)
  - c. The single question raised at the general faculty meeting and the faculty senate meetings asked why the Office of Grants Development was being relocated from Chart V to Chart III. The Dean responded at both meetings that this proposed relocation of this office more accurately reflects the functions and supervision of this unit. The Office of Grants Development is staffed with Research Corporation of the University of Hawaii (RCUH) employees. The director of this unit reports to the Associate Dean of Research. No further questions or issues were raised.
  - d. JABSOM Faculty Senate (JFS) in May 2021 revisited JABSOM's overall December 2020 reorganization submission in response to a Manoa Faculty Senate (MFS) CAB March/April 2021 review request. The Dean and ADAFO met with the JFS committee in May 2021 to discuss and resolve the JFS's items and comments sent to the MFS CAB.
3. JABSOM's Reoccurring Leadership Meetings – no issues raised.
  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)
  - b. JABSOM Clinical Chairs Meeting (February 2020)
  - c. JABSOM Basic Science Chairs Meeting (February 2020)

**V. Implementation:**

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This purposed reorganization of

JABSOM's units and subunits require no additional funds, and have not affected services or relations with other University segments. No future implementation date is required.

# **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 207 full-time equivalent (FTE) 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 several 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 as defined by the Association of American Medical Colleges [AAMC]). In the 2020 U.S. News and World Report, JABSOM’s ranked number 62 in research and ranked 56 in Primary Care among its fellow U.S. based medical schools. JABSOM ranks #2 in UH for the number of extramural grants and contracts award dollars annually.

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

This proposed reorganization's objective/goal is to reach a more simplified and carefully considered reporting structure of our organization, while not requiring the creation of new faculty, staff or executive positions. Thus, no additional funds were required as a result reorganizing JABSOM's units and subunits. Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is incongruently aligned. Thus, this proposed reorganization clearly identifies and distinguishes the critical and distinct functions of each of our units perform within JABSOM. Additionally, the proposed reorganization leaves the reader with a more concise workflow depiction, reflecting the correct supervision of units under the JABSOM Dean and our respective associate deans.

## **II. RATIONALE FOR THE REORGANIZATION:**

### **A. Provide background and relevant historical information.**

The Liaison Committee on Medication Education (LCME) accreditation standards require that the medical school's leadership update and document any organizational unit or department leadership or functional changes. This reorganization proposal was developed to codify key existing educational and operational units that per UH Mānoa policy requires a reorganization versus the annual UH Mānoa organizational chart update. Thus, this proposed reorganization more accurately illustrates JABSOM's evolved organizational structure.

### **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 reorg is consistent with the University's strategic, program, and financial plans.**

In addition to the conditions and/or factors noted in section II.A, three management / leadership changes also prompted this purposed reorganization. They are:

- 1) A leadership consolidation change occurred when the former Complementary and Integrative Medicine (CIM) department and the Quantitative Health Science unit merged into a single department after the passing of the CIM department chair.
- 2) The final change resulted after the recruitment of a new Associate Dean of Academic Affairs (ADAA) who was able to consolidate the overall office of the Academic Affairs Departments (see Chart II). The ADAA executive leadership position has turned over three times since the JABSOM's 2016

approved reorganization and JABSOM's LCME accreditation site visit in 2017.

Thus, this proposal clearly identifies and distinguishes the critical and distinct functions our units are performing within JABSOM in a more concise manner. Moreover, 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. This reorganization proposal captures the matrixed organizational structure of JABSOM, including the school's professional education programs that require the school to follow unique accreditation requirements, which include:

- 1) The 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) Medical Technology and Communication Sciences and Disorders allied health professional degrees accreditation specifications.

C. Explain other alternatives explored.

After many months of discussion with JABSOM's executive and department chair leadership, the proposed reorganization presented is the best alternative as the current approved organizational structure is not a viable option.

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This proposed reorganization of JABSOM's units and subunits required no additional funds, and have not affected services or relations with other University segments.

- E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

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

1. JABSOM Administrative Staff – No issues raised.
  - a. JABSOM's Administrative Officer Group Meeting (January 2020)
  - b. JABSOM All Staff Meeting (March 2020)
2. JABSOM Faculty – One question raised.
  - a. JABSOM General Faculty Meeting (April 2020)
  - b. JABSOM Faculty Senate (June 2020)
  - c. The single question raised at the general faculty meeting and the faculty senate meetings asked why the Office of Grants Development was being relocated from Chart V to Chart III. The Dean responded at both meetings that this proposed relocation of this office more accurately reflects the functions and supervision of this unit. The Office of Grants Development is staffed with Research Corporation of the University of Hawaii (RCUH) employees. The director of this unit reports to the Associate Dean of Research. No further questions or issues were raised.
  - d. JABSOM Faculty Senate (JFS) in May 2021 revisited JABSOM's overall December 2020 reorganization submission in response to a Manoa Faculty Senate (MFS) CAB March/April 2021 review request. The Dean and ADAFO met with the JFS committee in May 2021 to discuss and resolve the JFS's list of items and comments sent to the MFS CAB. Via the JFS list, the JFS identified minor verbiage corrections needed in the Executive Summary, Narrative, and Functional Statements. Additionally, they wanted to revisit the Dean's rationale for placing the Office of Grants Development on Chart III versus Chart V, and inquired on the future recruitment status of an Associate Dean of Clinical Programs position. Finally, the JFS asked the Dean to consider adding verbiage regarding work being done under the ADAA's leadership pertaining to diversity and equity (which began after JABSOM's December 2020 reorganization submission to the Mānoa Provost and Mānoa Chief Business Officer).
3. JABSOM's Reoccurring Leadership Meetings – no issues raised.
  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)

- b. JABSOM Clinical Chairs Meeting (February 2020)
  - c. JABSOM Basic Science Chairs Meeting (February 2020)
  - d. Each Associate Dean conducted additional communiques:
- 4. For the Academic Affairs Departments (Chart II), the current Associate Dean of Academic Affairs met with each of their units separately beginning in the fall of 2019, asked for feedback on the current organizational chart, and based on the feedback the proposed consolidation to one chart from four charts was agreed upon by all units and subunits.
- 5. For the Fundamentals of Health Sciences Departments (Chart III), the current Associate Dean of Research met with each of their units in the fall of 2019, requesting that they review their organizational chart, and update their functional statements to ensure the functional chart narratives for each department accurately reflected their departments' missions and operations. All units responded positively to the current proposed chart.
- 6. A faculty vote of the members of former Complementary and Integrative Medicine (CIM) department (Chart IV) and the Quantitative Health Science unit (Chart III) approving the renaming of the newly merged department. The reasons for the transfer is due to (1) biostatistician services are provided to all JABSOM departments and not just to Fundamentals of Health Sciences Departments, (2) WASC accreditation recommendation that the former department of CIM revise their clinical research graduate degree program, and (3) the addition of the newly merged department's revised and new graduate master degree offerings. After the UH President's office approved the renaming of the department, the department's name was changed to Quantitative Health Sciences. Additionally, when the department faculty vote was taken, the unit agreed that the renamed department would report under the Associate Dean of Academic Affairs.
- 7. For the Chart V - Administration, Finance and Operations department directors, JABSOM's ADAFO conducted weekly discussions that began in the fall of 2019 and ran through January 2020. During these discussions, all functional charts were updated, a new unit (i.e., Office of Property and Asset Management) was created. Departments that did not report to the ADAFO were transferred at their director's request to other charts. The Office of Risk and Clinical Affairs reports to the Associate Dean of Clinical Programs (Chart IV), and the Office of Grants Development reports to the Associate Dean of Research (Chart III).



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

The proposed reorganization represents a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require the creation of new faculty, staff or executive positions. No additional funds are required as a result reorganizing JABSOM's units and subunits. Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units performing within JABSOM, allowing for the reporting structure listed on each chart to reflect the correct supervision.

### **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:**

- i. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Cost savings are not expected from this reorganization as our UH position count remains neutral.

- ii. Are additional funds needed? If so, how will the cost of the reorg be funded?

As stated above, new units reflected on this proposed reorganization have existed, but are being codified and reflected in this proposal, whereby additional funds were not needed or required.

#### **B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

Not applicable. Faculty and staff responsibilities are not affected.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

Not applicable. None needed.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

Not applicable. No reductions planned other than those positions that were swept by the Hawaii State Legislature in their 2020 legislative session.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Please refer to UHM Attachment 3 that details the transfer of positions from one chart to another listing the position number, classification title and from/to the various JABSOM charts. All UH permanent and budgeted temporary count positions that transferred from one chart to another were completed with their respective departmental unit and/or with employee consult and consent.

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

As stated earlier, supervisory responsibilities have not changed; however, a few departments were moved from one chart to another to match their functions with their reporting structure.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

None required. Not applicable.

**AUTHORIZED BJ/BT POSITIONS  
IMPACTED BY THE REORG**

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

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

Item No.	Affected Position No.(s)	Filled / Vacant	Classification/Organizational/Functional Change									Basis for Change / Impact on Position
			From:	Chart	Org	FTE	To:	Chart	Org	FTE		
Chart II												
1			Office of the Associate Dean for Academic Affairs	II	MA ADMD		Academic Affairs	II	MA ADMD		Program Rename	
2	23961	F	Secretary II, SR-14	IV	MA CAAM	1.00	Secretary II, SR-14	I	MA ADMD	1.00	Position Transfer from BQHS, Chart IV to ADMD, Chart II	
3			Area Health Education Center	IV	MA AHMD		Area Health Education Cennter	II	MA AHMD		Program Transfer	
4			Department of Quantitative Health Sciences	IV	MA CAAM		Department of Quantitative Health Sciences	II	MA BQHS		Program Transfer, Merge, and Org Code Change	
5			Department of Quantitative Health Sciences	III	MA CAAM		Department of Quantitative Health Sciences	II	MA BQHS		Program Transfer, Merge, and Org Code Change	
6	82529	F	Instructional Faculty	IV	MA CAAM	1.00	Instructional Faculty	II	MA BQHS	1.00	Position Transfer	
7	82858	F	Instructional Faculty	IV	MA CAAM	1.00	Instructional Faculty	II	MA BQHS	1.00	Position Transfer	
8	86194	F	Instructional Faculty	IV	MA CAAM	1.00	Instructional Faculty	II	MA BQHS	1.00	Position Transfer	
9	85398	F	Instructional Faculty	IV	MA CAAM	0.50	Instructional Faculty	II	MA BQHS	0.50	Position Transfer	
10	85668	F	Instructional Faculty	IV	MA CAAM	0.50	Instructional Faculty	II	MA BQHS	0.50	Position Transfer	
11	83651	F	Researcher Type Faculty	IV	MA CAAM	1.00	Researcher Type Faculty	II	MA BQHS	1.00	Position Transfer	
12	85571	F	Specialist Type Faculty	IV	MA CAAM	0.60	Specialist Type Faculty	II	MA BQHS	0.60	Position Transfer	
Chart III												
13			Office of Grants Development	V	MA GTMD		Office of Grants Development	III	MA GTMD		Program Transfer	
Chart IV												
14			Office of Risk and Clinical Affairs	V	MA EXMD		Office of Risk and Clinical Affairs	IV	MA EXMD		Program Transfer	
Chart V												
15	78653	F	Contracts Officer, PBC	V	MA ASMD	1.00	Contracts Officer, PBB	V	MA ASMD	1.00	Inadvertent misclassification on FY 2020 Annual Update	
16							Contract and Grants Specialist, PBB	V	MA xxxx		New Program	
17	77967	F	Project Manager, PBB	V	MA ASMD	1.00	Project Manager, PBB	V	MA xxxx	1.00	Position Transfer	
18			Fundamentals of Health Sciences Departments	III	MA RSMD		Fundamentals of Health Sciences	iii	MA RSMD		Removed "Departments"	
19			Clinical Sciences Departments	IV	MA CSMD		Clinical Sciences	IV	MA CSMD		Removed "Departments"	

Kathy Matsumoto, Senior Lead Human Resources Specialist  
**Administrator's Signature, Name and Title**

**Date** **Telephone Number**

HR Review \_\_\_\_\_  
 OFA Review \_\_\_\_\_

# **CURRENT ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS**

CHART UPDATED

JUL - 1 2020

University of Hawai'i  
at Mānoa

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
ORGANIZATION CHART  
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	195.81	3.50

JABSOM FACULTY SENATE

EXECUTIVE COMMITTEE

OFFICE OF THE PROVOST

SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
Org Code: MADNMD

Dean, #890771.00

Secretary IV, SR-18, #240331.00

Instructional Faculty:  
#85000 (0.15), #88314 (0.94)1.09



OFFICE OF THE ASSOCIATE DEAN  
FOR ACADEMIC AFFAIRS  
Org Code: MAADMD  
CHART II

Anatomy Lab  
Department of Communication Sciences & Disorders  
Department of Medical Technology  
Health Sciences Library  
Imi Ho'ola Program  
Office of Accredited Continuing Education  
Office of Admissions  
Office of Faculty Affairs  
Office of Global Health & International Medicine  
Office of Graduate Medical Education  
Office of Medical Education  
Office of Student Affairs  
Simulation Center

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

CLINICAL SCIENCES DEPARTMENTS  
Org Code: MACSMD  
CHART IV

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

ADMINISTRATION, FINANCE, & OPERATIONS  
Org Code: MAASMD  
CHART V

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

CHART TOTAL:	PERM	TEMP
General Funds:	3.09	0.00

STATE OF HAWAI'I  
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UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
**JOHN A. BURNS SCHOOL OF MEDICINE**  
**OFFICE OF THE DEAN**

FUNCTIONAL STATEMENT (Chart I)

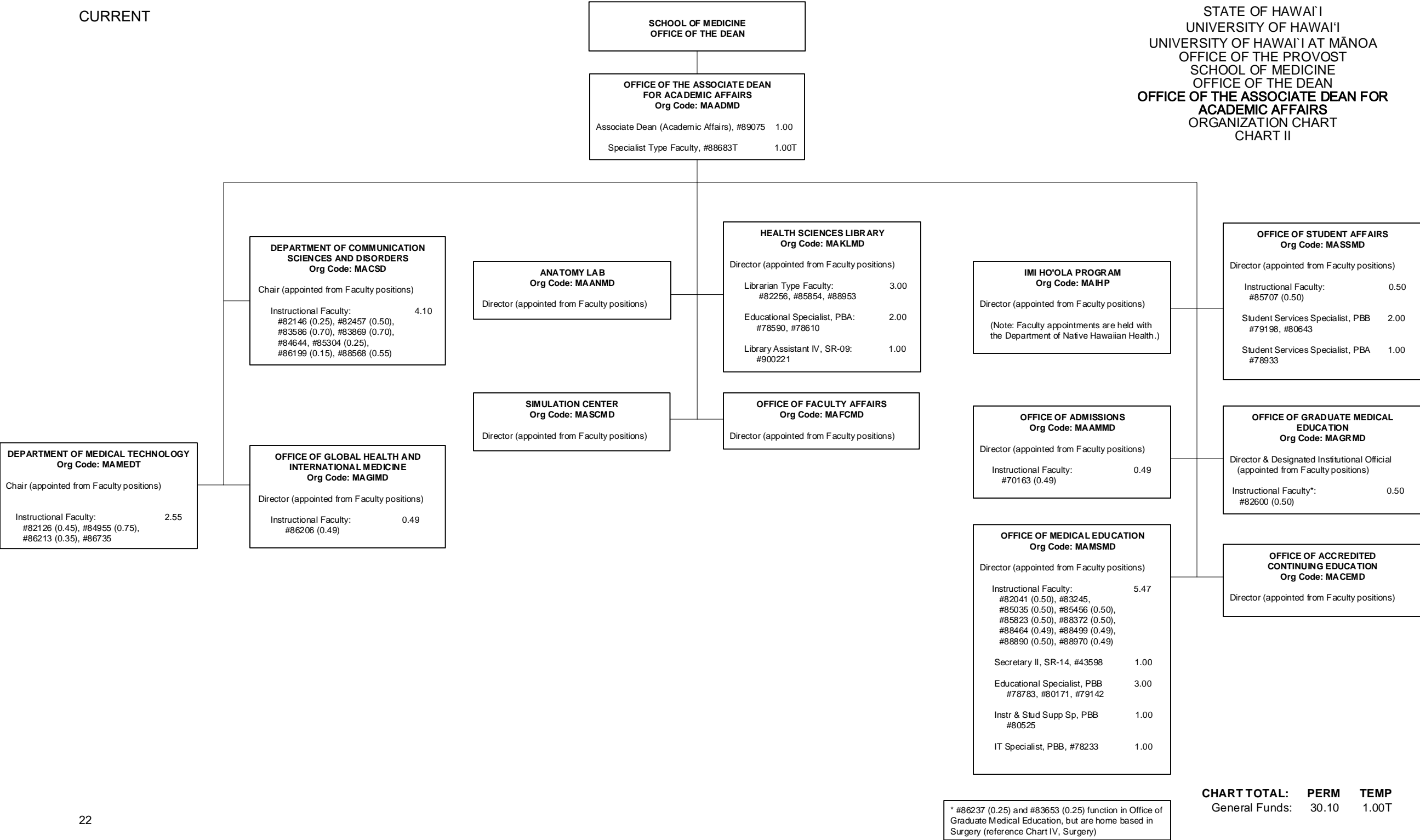
**OFFICE OF THE DEAN – Org Code: MADNMD**

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. The office 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. The office 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.





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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: MAADMD**

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

**ANATOMY LAB – Org Code: MAANMD**

The Anatomy Lab at JABSOM provides an opportunity for medical students, as well as residents, fellows, faculty and practicing clinicians to engage in medical learning through preserved cadavers, further deepening the learners’ understanding of the human body’s complex functions.

**DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD**

The Department of Communication Sciences and Disorders (CSD) provides training for graduate (M.S. candidates) students enabling them to meet national certification standards and to work as fully qualified professionals in communication sciences and disorders. The CSD Department provides 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 helps meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

**DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT**

The goal of the Department of Medical Technology is to educate and train students to become degreed and credentialed in the field of Medical Laboratory Science (MLS) who provide laboratory support for healthcare in the State of Hawai‘i and the Pacific Basin.

The department's specific objectives are: to graduate students with a B.S. degree in Medical Technology and provide them with post-baccalaureate clinical training so they become eligible for national certification; to develop and implement mechanisms to maintain adequate enrollment to meet the State's need for qualified MLS; continue to collaborate with Kapi'olani Community College Medical Laboratory Technician program; and continue to collaborate with the UH Mānoa Department of Microbiology to educate and train students to become credentialed as certified clinical microbiologists.

#### **'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 demonstrate potential to succeed in medical school. The curricula emphasizes the integration of concepts and principles in the sciences and humanities, and develops communication, learning, and leadership skills. Participants come from environments that have 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. Census Bureau. 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 an educational program that enhances disadvantaged students' academic and professional readiness for medical school. The 'Imi Ho'ōla program works closely with other medical education offices under the Associate Dean for Academic Affairs to ensure consistency and continuity from the pre-admissions, advising, admissions and learning support processes. '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 yearlong program, 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.

#### **HEALTH SCIENCES LIBRARY – Org Code: MAKLMD**

The Health Sciences Library serves as the sole UHM (on campus) medical and health sciences 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. These resources are made available to JABSOM students, residents, fellows and faculty and others in the community who support JABSOM's educational programs.

#### **OFFICE OF ADMISSIONS – Org Code: MAAMMD**

The Office of Admissions is independent of the office of Student Affairs (OSA) and directs the medical student admissions function for the school. The office provides support to the OSA in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements. The Office of Admissions ensures the required separation of processes and procedures associated with admission

into medical school and maintenance of a successful educational experience at JABSOM. The Office of Admissions also works with numerous programs and offices within JABSOM, across the UH System, nationally and internationally to enhance pathways and recruitment activities that support attainment of the JABSOM Mission and Vision.

**OFFICE OF ACCREDITED CONTINUING EDUCATION – Org Code: MACEMD**

The Office of Accredited Continuing Education (ACE) is led by the Director for Accredited Continuing Education. ACE oversees JABSOM-sponsored ACE functions and activities, in compliance with national continuing education standards and state physician licensing and health provider requirements. The office collaborates with outside entities such as the Hawai'i Medical Association and other Hawai'i health professions schools to advance life-long learning for health providers in Hawai'i.

**OFFICE OF FACULTY AFFAIRS – Org Code: MAFCMD**

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services and programs to JABSOM faculty. This office assists faculty to ascertain and obtain resources and information for all issues related to faculty development, including promotion and tenure application compilation and review.

**OFFICE OF GLOBAL HEALTH AND INTERNATIONAL MEDICINE – Org Code: MAGIMD**

The Office of Global Health and International Medicine works to ensure that all international medical education activities of JABSOM faculty, staff and students are aligned with the school's mission and in compliance with accreditation requirements and within legal parameters. Our goal is to promote our students' appreciation of the ways that global issues impact the health of patients and communities in Hawai'i and encourage them to gain experience in international health care settings. This office also works with the other JABSOM entities to ensure coordinated educational opportunities for 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.

**OFFICE OF GRADUATE MEDICAL EDUCATION – Org Code: MAGRMD**

The Office of Graduate Medical Education (GME), led by the GME Director/Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of all GME programs under JABSOM, in accordance with the Accreditation Council for Graduate Medical Education and other nationally recognized accrediting bodies. The office of GME works with the JABSOM clinical departments, major health systems and numerous others community and academic partners throughout the Hawaiian Islands. The office helps produce fully-trained specialty and subspecialty physicians who learn and

provide care in hospitals, clinics, and community settings in which quality patient care, health promotion, and academic excellence are sustained to advance the health and well-being of the people of Hawai‘i.

### **OFFICE OF MEDICAL EDUCATION – Org Code: MAMSMD**

The Office of Medical Education (OME), in partnership with the clinical and foundational science departments, coordinates and delivers the educational programs leading to the medical doctorate (M.D.) degree. OME also works with the Offices of Faculty Affairs and Graduate Medical Education to develop and implement faculty development programs that support the entire M.D. curriculum and preparedness for residency training. OME provides leadership in curriculum management, standardized patient assessment, faculty development, community engagement and scholarly work in medical student education. The Center for Clinical Skills also falls under OME and is responsible for the provision of standardized patient training throughout the core educational activities, clinical skills development and evaluation on certain required clerkships, rotations and at key points of the medical education curriculum.

### **OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD**

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

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

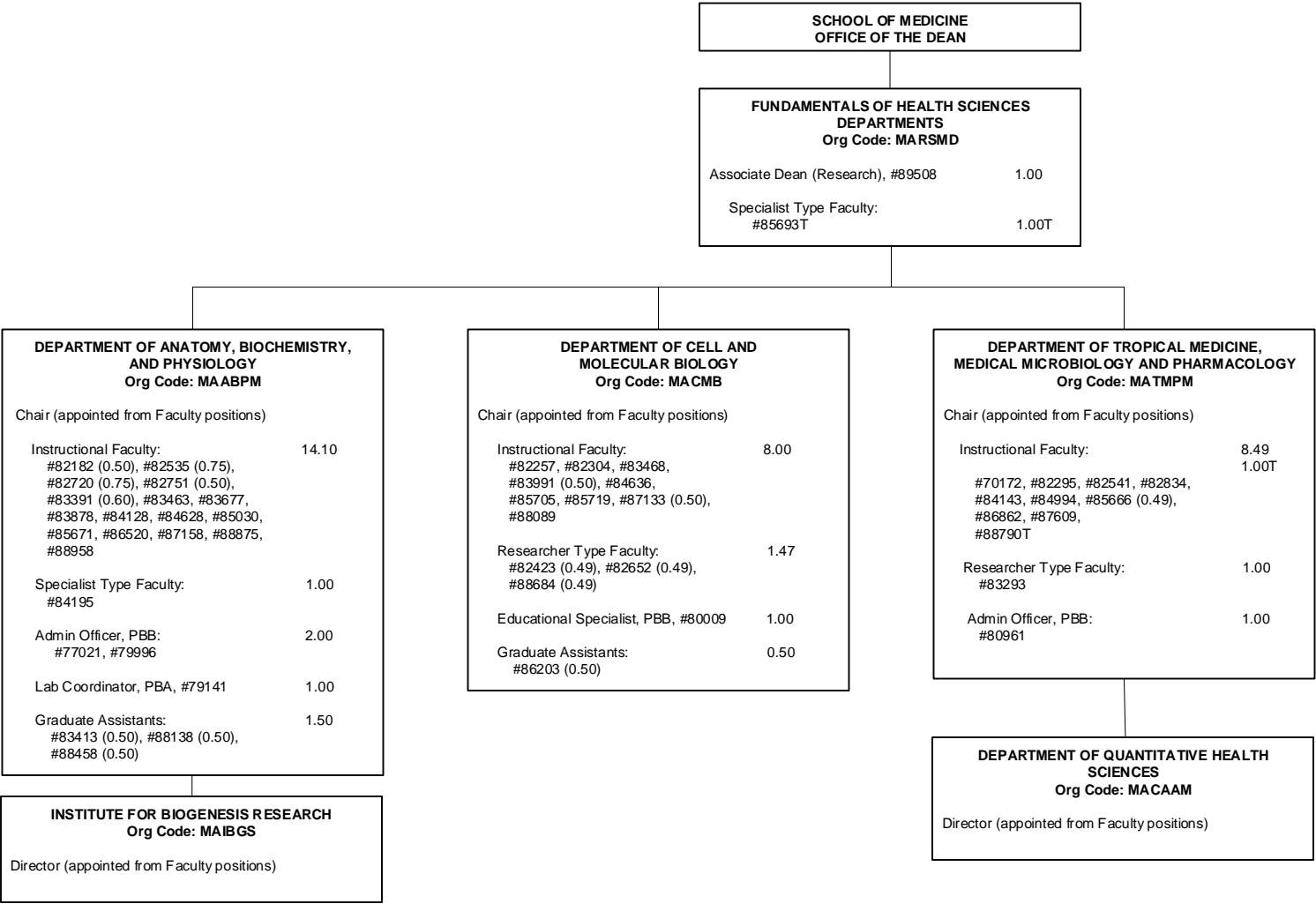
The office works with students to develop innovative solutions to issues or concerns by serving as the liaison for students to services, administrative offices, and information throughout their tenure at JABSOM.

### **SIMULATION CENTER – Org Code: MASCMD**

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.

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OFFICE OF THE DEAN  
FUNDAMENTALS OF HEALTH SCIENCES  
DEPARTMENTS  
ORGANIZATION CHART  
CHART III



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 OFFICE OF THE DEAN  
**FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart III)

**FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS – Org Code: MARSMD**

Under the leadership of JABSOM's Associate Dean of Research (ADR), the Fundamentals of Health Sciences Departments provide education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel). Unlike the program of Graduate Medical Education that falls under JABSOM's Designated Institutional Officer, the FHSD Master's and PhD programs fall under the accreditation, curriculum, and purview of the Graduate Division led by the UHM Graduate Dean. Thus, JABSOM's ADR ensures the school's graduate programs comply with the Accrediting Commission for Schools Western Association of Schools and Colleges and are in accordance with the guidance of the UHM Graduate Dean.

The Fundamentals of Health Sciences Departments (FHSD) also engage in basic scientific research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies. Additionally, the FHSD represents 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.

**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. The Department 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 Willd 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 Mānoa.

Institute for Biogenesis Research – Org Code: MAIBGS

The Institute for Biogenesis Research, established in May 2000, studies reproductive and developmental biology and supports the academic pursuit of research in these fields.

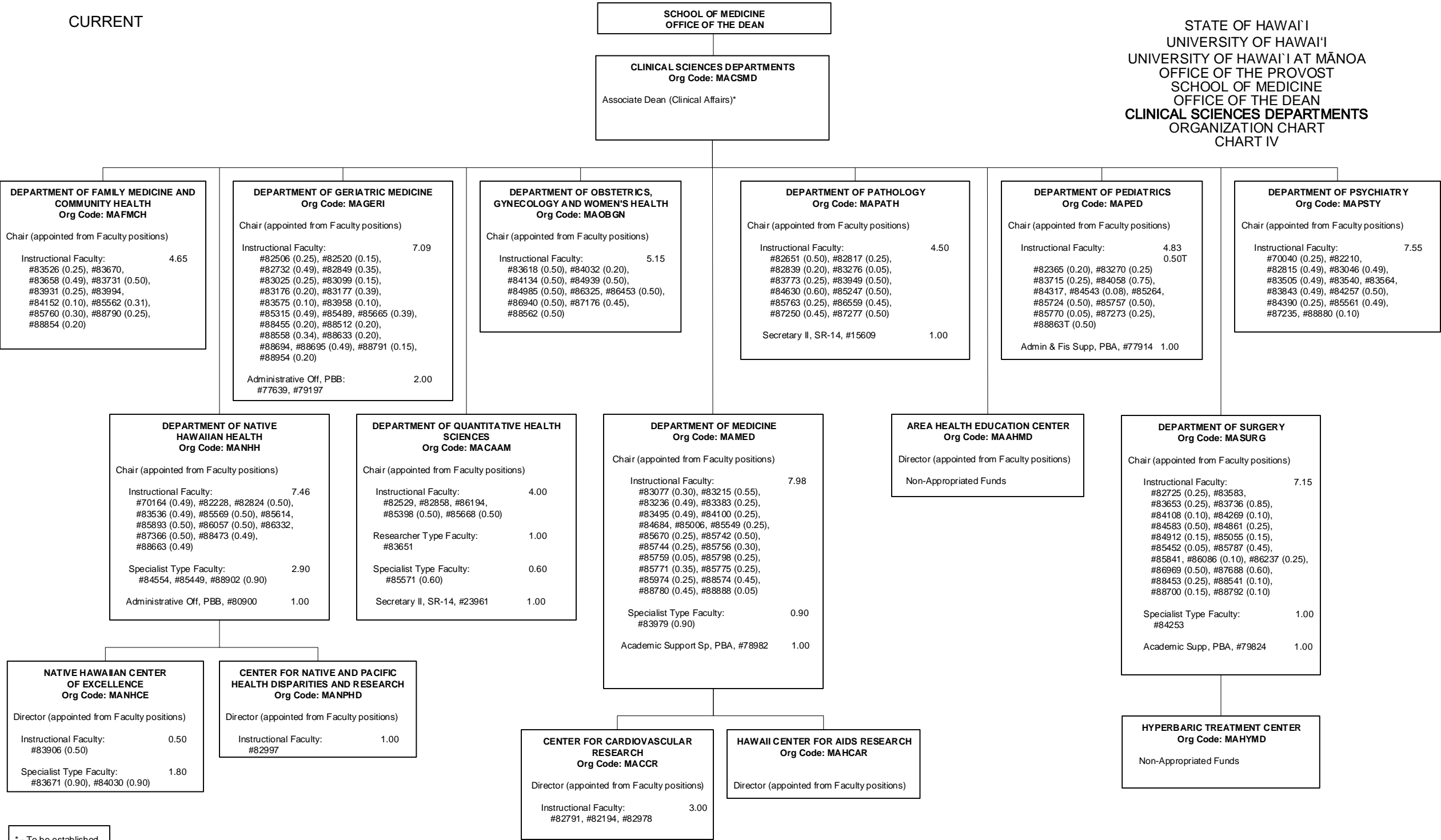
**DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB**

The Department of Cell and Molecular Biology 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 mission of the Department of Tropical Medicine, Medical Microbiology and Pharmacology is to provide future leaders in Tropical Medicine and Pharmacology with a world-class transdisciplinary education that focuses on basic, translational and field research on microbial diseases of global importance, particularly those diseases affecting Hawai‘i and the Asia-Pacific region. The Department provides education and training for undergraduate, medical, and graduate students in tropical medicine, public health, and other biomedical sciences. Areas of research in the Department include pathogenesis, treatment and development of vaccines and diagnostics for flaviviruses (dengue, Zika, and West Nile viruses), filoviruses (Ebola, Marburg, and Sudan viruses), HIV/AIDS, malaria, and angiostrongyliasis. The Department has a strong interest in promoting the One Health approach focused on the intersection of human health, animal and plant health, and environmental health to address public health threats, such as the emergence and spread of vector-borne and zoonotic diseases.





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**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 under the oversight of the Associate Dean of Clinical Affairs. 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 Department of Medicine provides instruction, research, and service in the field of Internal Medicine, its recognized sub-specialties, and Neurological Sciences and Dermatology. The department provides medical education for medical students, post-graduate residents and fellows, and practitioners in these fields. With collaborating medical centers and physician practices, the Department develops and supports faculty and clinical learning environments to assure a competent and skilled physician workforce.

The Department of Medicine also conducts basic, translational, clinical, and epidemiological research that address pathogenesis, diagnosis, and treatment of several medical conditions. Investigators in Cardiovascular Disease and AIDS research are organized into two Centers:

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. Its aims are to:

- Develop and sustain a strong mentoring group of established investigators with interdisciplinary, but complementary backgrounds in vascular and cardiovascular biology
- Strategically recruit and retain talented, funded faculty investigators to sustain continued growth

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. The center identifies HIV’s effects on metabolism and its role in neurological and cardiovascular conditions.

In service, the faculty of the department of Medicine provide direct care of adult patients in primary care, ambulatory specialty care, and inpatient and critical care settings. Faculty share learning in community health education programs, and collaborate with community organizations to promote and preserve the health of the people of Hawai‘i and Pacific Basin.

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

The mission of the Department of OB/GYN and Women’s Health is to advance women’s health through excellence in education, research, clinical and community service in a sustainable fashion. Our learning endowers cover comprehensive and integrated women’s health programs: medical students, OB/GYN residents, Maternal Fetal Medicine fellows, Family Planning fellows and community health care professionals. Our teaching and research programs include: General OB/GYN, maternal fetal medicine, gynecologic oncology, reproductive endocrinology and infertility, urogynecology, complex family planning, critical care and addiction medicine. Our faculty are engaged in patient’s safety and continuous quality improvement programs with our major health care partners: Hawai‘i Pacific Health, Queen’s Health Systems and Hilo Medical Center. We also partner with federally qualified health care centers: Waianae Coast Comprehensive Health Center, Kalihi-Palama Health Center, Wahiawā Center for Community Health, Waikiki Health Center, Waimānalo Health Center on Oahu, Mālama I Ke Ola Health Center on Maui, Lanai and Bay Clinic in Hilo. In addition, we are the state’s only comprehensive women’s health clinical practice with offices at Kapi‘olani Medical Center for Women and Children, Queen’s Medical Center, Pali Momi Medical Center and Hilo. Funded research programs exist in family planning, maternal fetal medicine, gynecologic oncology and general OB/GYN. Departmental philanthropy supports other educational, research, and clinical services.

**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**

Psychiatry focuses on the prevention, diagnosis, and treatment of behavioral, addictive, and emotional disorders. The Department of Psychiatry provides psychiatric teaching and training to medical students; residents in General Psychiatry; subspecialty fellows in Child and Adolescent Psychiatry, Addiction Medicine, Addiction Psychiatry, and Geriatric Psychiatry; and other healthcare professionals. In addition to contributing significantly to the local workforce of providers in a shortage specialty, the Department also provides inpatient and outpatient psychiatric services and consultation at various healthcare sites, including: The Queen’s Health Systems; Kapi‘olani Medical Center for Women and Children; The State of Hawai‘i Department of Health, including clinics on the islands of Hawai‘i, Moloka‘i, Maui, Kaua‘i, and Lāna‘i; The State of Hawai‘i Department of Public Safety; the Institute for Human Services; and community health centers in Hawai‘i and the Pacific.

The department conducts research in various aspects of psychiatry: culture and mental health, mental health disparities, Native Hawaiian mental health, suicide prevention, substance use disorders, neuropsychiatry/neuroimaging, and psychiatric education. Members of the department contribute service to the community on the state, national, and international levels. Members serve as officers and committee members of the Hawai‘i Psychiatric Medical Association, the Hawai‘i Council for Child and Adolescent Psychiatry, the American Board of Psychiatry and Neurology, the American College of Psychiatrists, the American Society of Addiction Medicine, and the World Psychiatric

Association/Child and Adolescent Psychiatry Section, to name a few. Members of the department also provide consultations to schools 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: MAHYMD**

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 improving the health of Native Hawaiians. Through research and education, this department helps to develop a comprehensive program that addresses the health status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. NHH also houses two divisions related to Native Hawaiian health and welfare – the 'Imi Ho'ōla 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 health 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: MANPHD

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 teaching, research, and community service activities in geriatric medicine and palliative medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric medicine fellowship program. The department provides instruction for trainees of other departments and health professions schools who require experience in Geriatric Medicine. The faculty is also very productive in biomedical research. Given the fact that Hawai‘i is the state with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of older people and in research in aging and on diseases common in elderly persons is an important component of the State’s healthcare community.

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

Family medicine is the medical specialty, which provides continuing, comprehensive health care for the individual and family. It is a specialty in breadth that integrates the biological, clinical and behavioral sciences. The scope of family medicine encompasses all ages, all genders, each organ system and every disease entity. The department’s long range objectives 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 QUANTITATIVE HEALTH SCIENCES – Org Code: MABQHS**

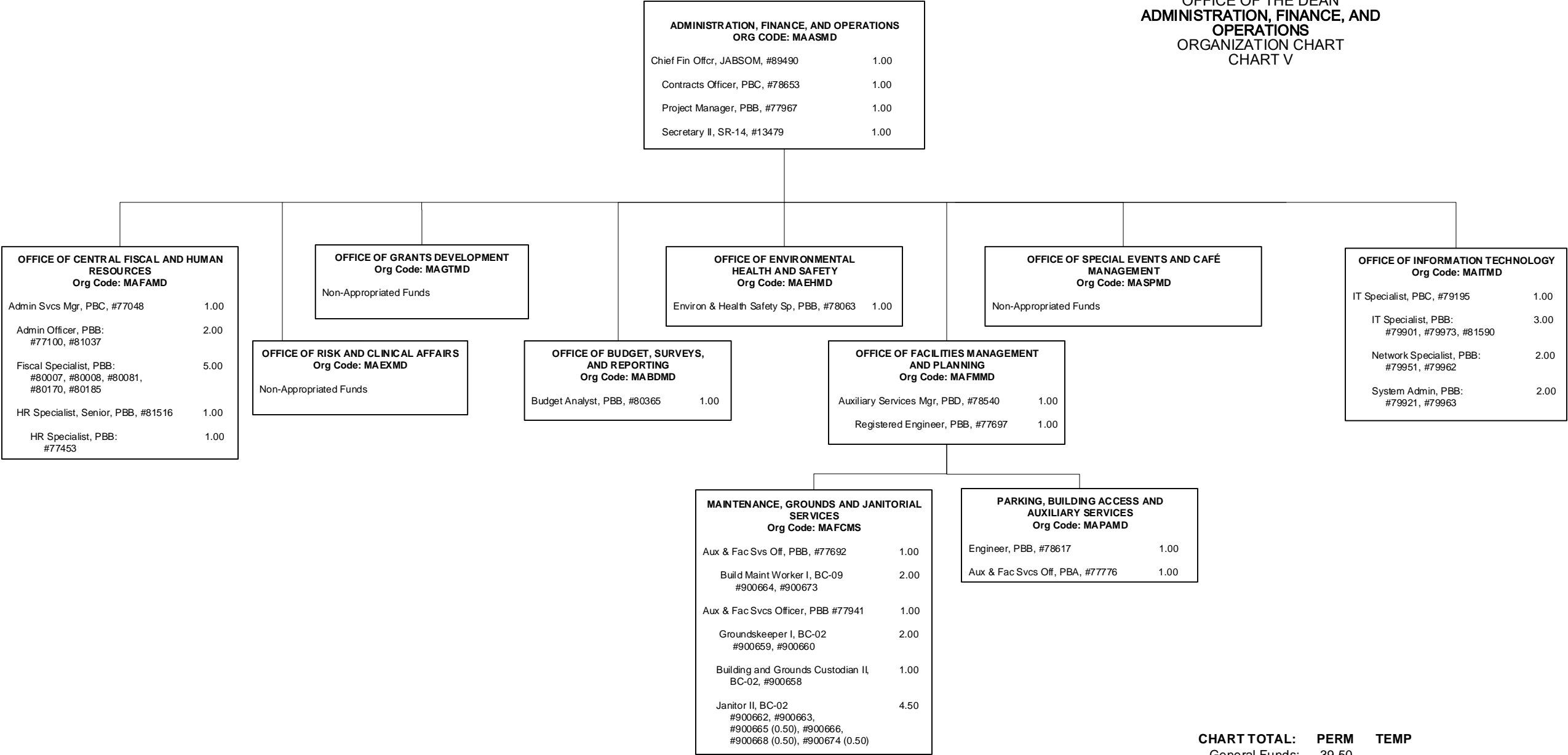
The Department of Quantitative Health Sciences promotes clinical and translational research, education, and related services through collaboration and innovation in areas of quantitative health sciences. The department strives to improve population and individual health by transforming health care through quantitative health methodological development; training and empowering the next generation of clinical and translational researchers in state-of-the-art quantitative health research techniques; and fostering interaction and collaboration with researchers across the Hawai‘i healthcare community.

**AREA HEALTH EDUCATION CENTER (AHEC) – Org Code: MAAHMD**

The Hawai'i and Pacific Basin AHEC seeks to improve the health of the underserved through education. Activities focus on five primary areas:

1. Health education and recruitment to health professions for students across the state from kindergarten through college
2. Educating health professions, students in rural and underserved areas, often in interdisciplinary teams
3. Recruitment, retention and continuing education of practicing health professionals in medically underserved areas
4. Providing community-based and community-driven health education in over a dozen community learning centers across the state
5. Providing video connectivity for health education, communication and other health care services across the state.

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ORGANIZATION CHART  
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**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. This office includes the functional areas of budget, contracting, fiscal and administration, human resources, facilities, information technology, property and asset management, special events and food service management, emergency management, mail, courier, environmental health and safety, staff development, and other employee wellness programs.

Working under the direction of JABSOM’s Chief Financial Officer, who serves as the medical school’s principal business and operations officer, this office prepares and monitor budgets, develops long-and short-range strategic and business plans to enhance revenue, assists the Dean in the development of compensation research and teaching incentive plans, provides overall property and space management, and serves as JABSOM’s financial liaison to the school’s affiliated non-profit organizations, (e.g., University Health Partners (aka UCERA), Hawai‘i Pacific Health Medical Group, and Hawai‘i Residency Programs).

This office is also responsible for overseeing all school-wide financial and business operations and facilitates the Kaka‘ako campus (as it 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 the UH Mānoa campus facilities, information services and operations personnel.

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

The Office of Central Fiscal and Human Resources (OCFHR) is comprised of three units: Central Business, Fiscal, and Human Resources. Additionally, the OCFHR director serves as JABSOM’s designated Deputy Title IX Coordinator and is responsible for receiving information related to allegations of sex discrimination and gender-based violence. In consultation with the University of Hawai‘i at Mānoa Office of Title IX, Office of Equal Employment Opportunity / Affirmative Action, and Office of General

Counsel, the JABSOM's Deputy TIX Officer may assist with filing a complaint, serve as a resource for answering questions about UH policies and procedures, provide information on employee and student rights, as well as other helpful employee and student resources.

The Central Business unit provides the school's department chairs and program directors administrative guidance and support at the department and program level. The unit strives to keep JABSOM departments and programs operational when faced with administrative outages and vacancies, by recruiting and filling positions, initiating Fiscal & HR documents, training new administrative staff, providing budgetary guidance, & keeping department chairs and program directors informed on department/program activities.

The Fiscal unit is responsible for controlling school-wide expenditures within funding authorization in accordance with UH policies and procedures and extramural sponsor funding requirements. The office is committed to providing support for procurements, accounts payable, accounts receivable, payroll, grants administration and audit coordination. The office also provides guidance and assistance to the school's executives, department chairs, program directors, principal investigators and their staff with respect to fiscal matters.

The Human Resources unit is responsible for human resources management in accordance with UH policies and procedures and collective bargaining union agreements. The office is committed to providing support for recruitment, salary and benefits administration, workforce management, employer and employee relations, and professional development opportunities. The office also provides guidance and assistance to JABSOM executives, department chairs, program directors, principal investigators and their staff with respect to personnel matters.

#### **OFFICE OF GRANTS ADMINISTRATION – Org Code: MAGTMD**

The Office of Grants Administration, established in 2003, facilitates the grants preparation and submittal process. The office works in close collaboration with the JABSOM Offices of the Dean and the Central Fiscal and Human Resources, and the University of Hawaii's Office of Research Services. This 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) provides risk management, compliance, and related legal support with representation from the UH System General Counsel office to the clinical education enterprise of JABSOM. ORCA's work is critical to ensuring that JABSOM attains its foundational mission of teaching and training. ORCA, in conjunction

with the faculty practice plan affiliated with JABSOM, jointly manages the professional liability policy, which provides medical malpractice coverage to the faculty, staff, and students at JABSOM and other University of Hawai‘i health sciences programs. ORCA serves as the JABSOM subject-matter expert on HIPAA compliance and provides guidance and coordination for JABSOM in this area. ORCA manages key aspects of the affiliation agreements with clinical affiliates that are necessary to support JABSOM’s medical education program and comply with accreditation standards. ORCA provides risk management and compliance support in a range of other areas, working with others as needed.

**OFFICE OF ENVIRONMENTAL HEALTH AND SAFETY – Org Code: MAEHMD**

The Office of Environmental Health and Safety provides oversight for all environmental health and safety issues affecting JABSOM. The office is charged with responsibility for the management of a safe campus environment through the development and administration of health and safety programs including:

- Occupational Health & Safety – Monitors laboratories, facilities and operations for compliance with federal and state regulations related to workplace safety and provides training and hazard assessments.
- Fire Safety – Monitors campus buildings for compliance with NFPA regulations and maintains fire protection equipment at JABSOM.
- Hazardous Materials Management – Manages classification and disposal of hazardous wastes generated by JABSOM operations in accordance with federal and state regulations.
- Environmental Compliance – Maintains compliance with federal and state rules and regulations related to the protection of the environment (Spill prevention, storm water and wastewater management).

**OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD**

The Office of Information Technology (OIT) provides the highest quality technology-based services to facilitate the John A. Burns School of Medicine’s (JABSOM) educational, research, and clinical missions. Primarily based in Kaka‘ako, the office also provides services to remote sites across Oahu for the school’s clinical teaching departments located at partner institutions. Services include:

- Define strategic direction for all technology at JABSOM.
- Develop and maintain JABSOM’s high-speed network infrastructure including data (wired and wireless) and voice networks at all locations.
- Develop and maintain centralized, enterprise-level data storage systems with a comprehensive backup strategy for academic medical education, medical research, and administrative support.
- Provide web software applications unique to academic medical schools to support JABSOM operations and its missions.

- Plan, develop, and maintain audiovisual hardware, interconnections, and delivery for all locations.
- Develop and maintain technical web site service and support for JABSOM, its departments, and programs.
- Provide expert technical advice and assistance at the OIT help desk.
- Maintain close partnerships with JABSOM's residency training program and faculty clinical practice for technology-related support and compliance requirements.
- Monitor, manage, and protect JABSOM's protected data to ensure appropriate usage, retention, and security of data per University of Hawai'i policies.

**OFFICE OF SPECIAL EVENTS AND CAFÉ MANAGEMENT – Org Code: MASPMMD**

The Office of Special Events and Café Management 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 – Org Code: MABDMD**

The Office of Budget, Surveys, and Reporting administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's general, special, and revolving departmental budgets. The office also manages and reviews all quarterly Grant Release Program forms submitted by various research departments, and prepares JABSOM's annual and quarterly budget submittals to UH Mānoa and UH System budget offices. Additionally, the office prepares and any required legislative financial reports due to JABSOM being listed as a separate University of Hawai'i State legislative budget line item independent of UH Mānoa. The office also prepares all annual financial reports, faculty compensation and metric surveys required to comply with the Association of American Medical Colleges (AAMC) and its accrediting agency known as the Liaison Committee on Medical Education (LCME).

**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, building access security and research building health and safety certification to the entire JABSOM campus.

**MAINTENANCE, GROUNDS AND JANITORIAL SERVICES– Org Code: MAFCMS**

Maintenance, Grounds and Janitorial Services is responsible to plan, direct and coordinate building and maintenance services, and grounds keeping 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. Services include:

- Perform preventive maintenance and repairs
- Facilitate building maintenance service contracts (e.g., boilers, water purification systems, laboratory vacuum systems, etc.)
- Maintain building automation systems (BAS)
- Facilitate all JABSOM campus and building construction projects as delegated and approved by the UH System Office of Project Delivery
- HVAC system, including filter replacement
- Works closely with Board of Water Supply, facilitating JABSOM's Central Plant
- Maintain JABSOM Vivarium's mechanical systems (i.e., cage and tunnel wash, luminary, ventilation systems)
- Tree trimming
- Window washing
- Periodic pesticide treatment
- Moves and transports heavy objects
- Grounds keeping services
- Landscaping services
- Custodial services

**PARKING, BUILDING ACCESS AND AUXILIARY SERVICES – Org Code: MAPAMD**

The office of Parking, Building Access, and Auxiliary Services is responsible for overseeing various operations, including:

- Manages three (3) parking lots serving the Kaka'ako campus.
- Coordinates with the University of Hawai'i Cancer Center in the management and assignment of parking usage
- Oversees security access for all JABSOM buildings on the Kaka'ako campus
- Facilitates campus-based emergency planning and response
- Provides courier and mail services for U.S., campus, and other external agencies (e.g., FedEx, UPS, etc.) package deliveries
- Maintains paper inventory, copier supplies, and schedules shredding services

## CURRENT

- Ensures servicing of JABSOM's fleet vehicles

# **PROPOSED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS**

## PROPOSED

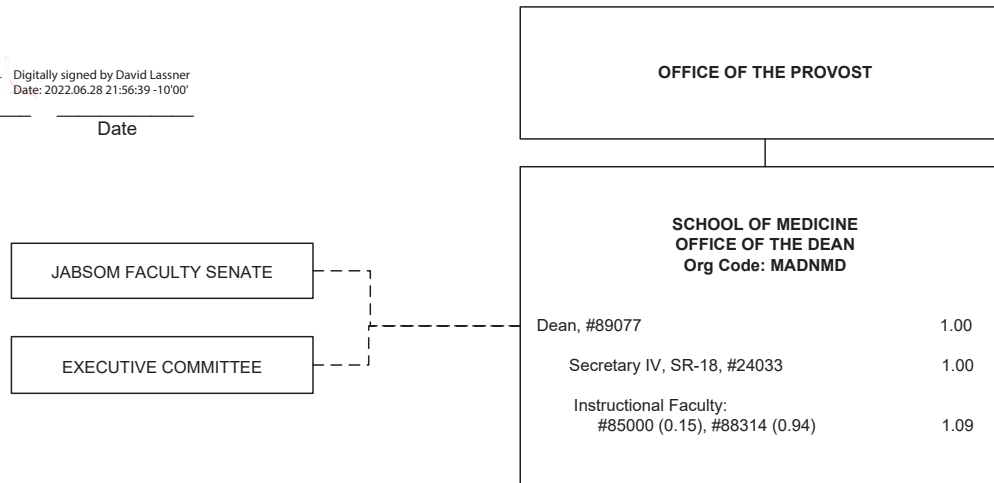
Updated to reflect approved changes per the 07/01/2021 annual update

## APPROVED:

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Date: 2022.06.28 21:56:39 -10'00'

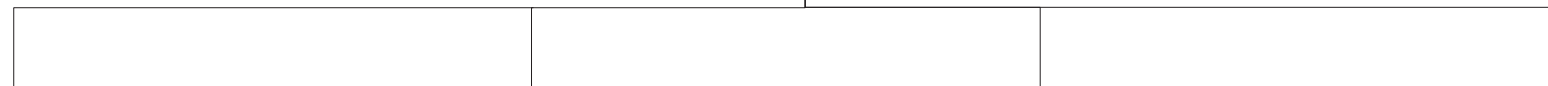
David Lassner  
UH President

Date



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
ORGANIZATION CHART  
CHART I

DEPARTMENT TOTAL: PERM TEMP  
General Funds: 195.81 3.50



### ACADEMIC AFFAIRS Org Code: MAADMD CHART II

Anatomy Lab  
Area Health Education Center  
Department of Communication Sciences & Disorders  
Department of Medical Technology  
Department of Quantitative Health Sciences  
Health Sciences Library  
Imi Ho'ola Program  
Office of Accredited Continuing Education  
Office of Admissions  
Office of Faculty Affairs  
Office of Global Health & International Medicine  
Office of Graduate Medical Education  
Office of Medical Education  
Office of Student Affairs  
Simulation Center

### FUNDAMENTALS OF HEALTH SCIENCES 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  
Office of Grants Development

### CLINICAL SCIENCES Org Code: MACSMD CHART IV

Department of Family Medicine and Community Health  
Department of Geriatric Medicine  
Department of Medicine  
Department of Native Hawaiian Health  
Department of Obstetrics, Gynecology, and Women's Health  
Department of Pathology  
Department of Pediatrics  
Department of Psychiatry  
Department of Surgery  
Office of Risk and Clinical Affairs

### ADMINISTRATION, FINANCE, & OPERATIONS Org Code: MAASMD CHART V


Office of Budget, Surveys, and Reporting  
Office of Central Fiscal and Human Resources  
Office of Environmental Health and Safety  
Office of Facilities Management and Planning  
Office of Information Technology  
Office of Property and Asset Management  
Office of Special Events and Café Management

CHART TOTAL: PERM TEMP  
General Funds: 3.09 0.00



PROPOSED

APPROVED:



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Date: 2022.06.28 21:57:57 -10'00'

David Lassner

UH President

Date

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
ACADEMIC AFFAIRS  
ORGANIZATION CHART  
CHART II

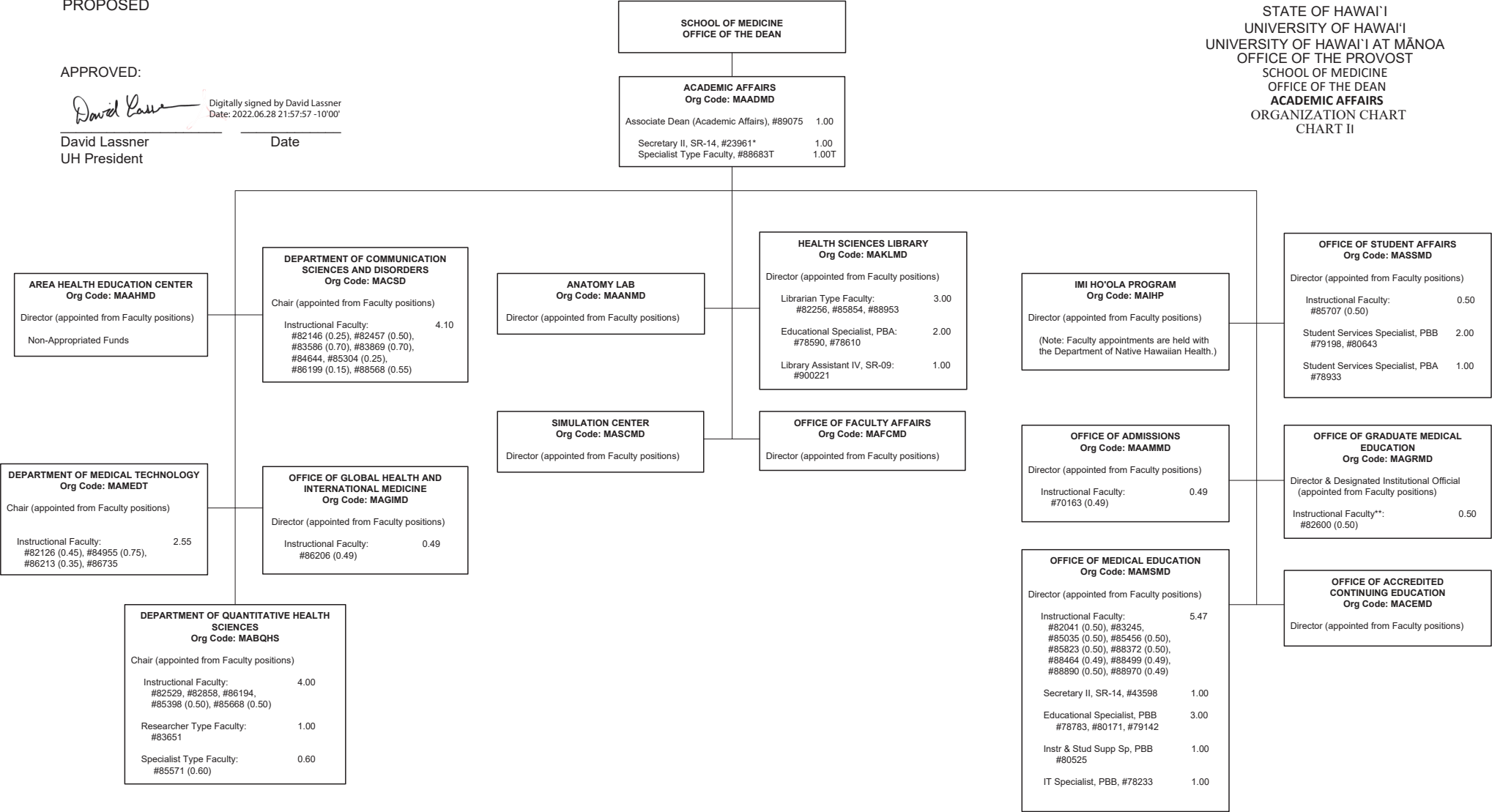


CHART TOTAL: PERM TEMP  
General Funds: 36.70 1.00T

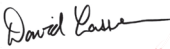
\* - To be redescribed

\*\* #86237 (0.25) and #83653 (0.25) function in Office of Graduate Medical Education, but are home based in Surgery (reference Chart IV, Surgery)

PROPOSED

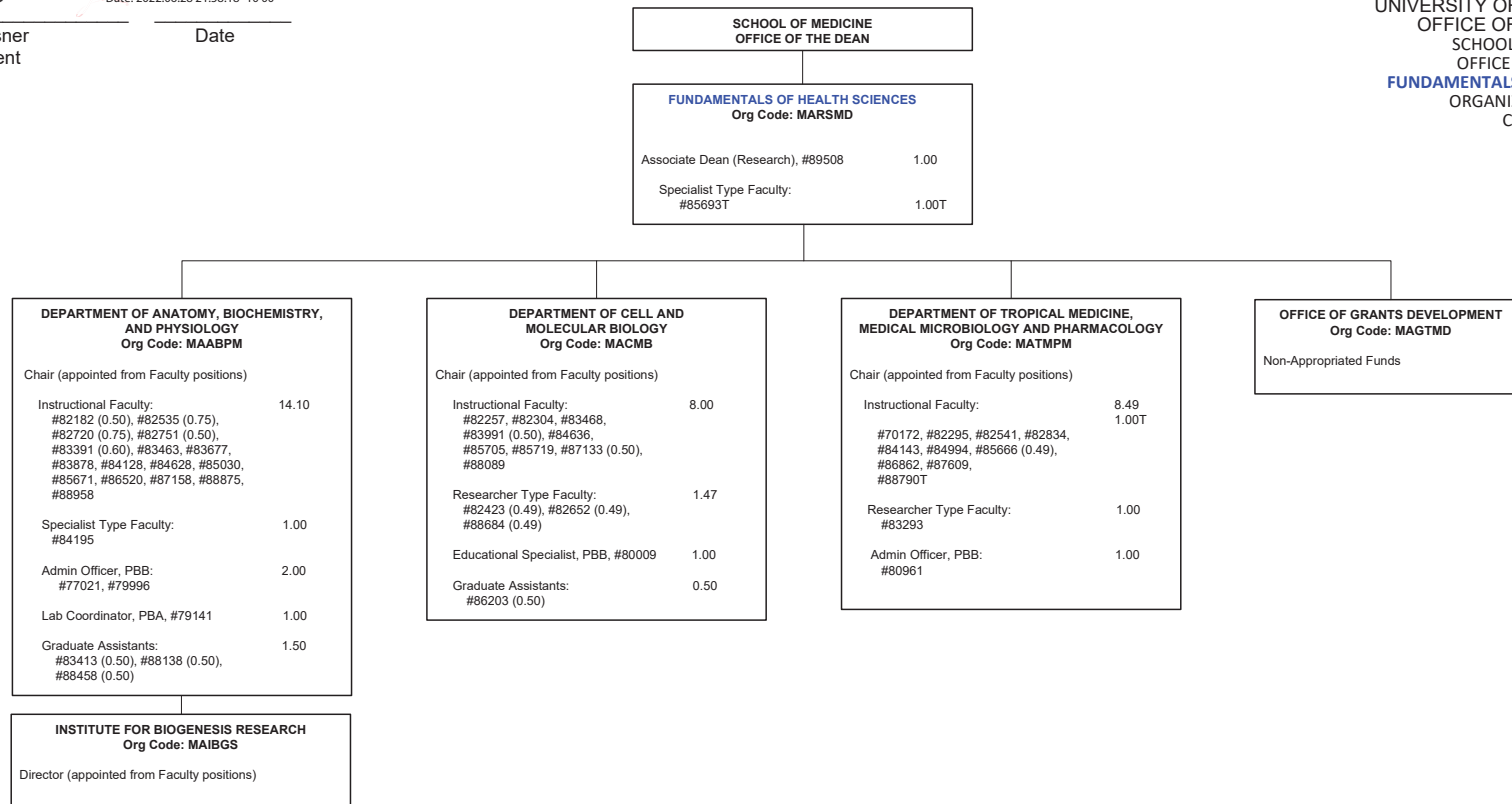
Updated to reflect approved changes per the 07/01/2021 annual update

APPROVED:


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 Date: 2022.06.28 21:58:18 -10'00'  
 \_\_\_\_\_  
 David Lassner  
 UH President

Date

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MĀNOA  
 OFFICE OF THE PROVOST  
 SCHOOL OF MEDICINE  
 OFFICE OF THE DEAN  
**FUNDAMENTALS OF HEALTH SCIENCES**  
 ORGANIZATION CHART  
 CHART III



**CHART TOTAL:** PERM TEMP  
 General Funds: 42.06 2.00

## PROPOSED

Updated to reflect approved changes per the 07/01/2021 annual update

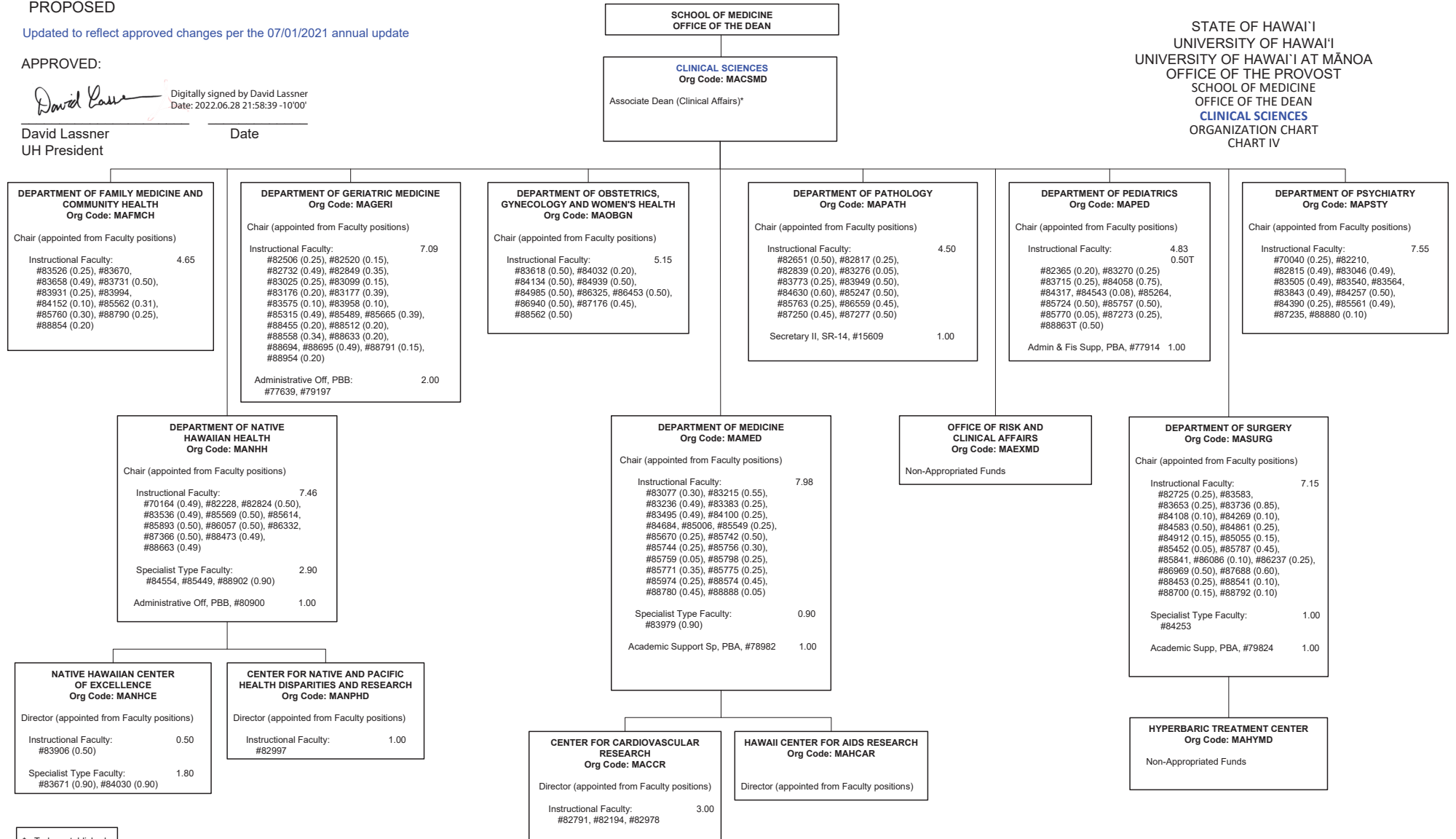
## APPROVED:

*David Lassner*

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Date: 2022.06.28 21:58:39 -10'00'

David Lassner  
UH President

Date



PROPOSED

Updated to reflect approved changes per the 07/01/2021 annual update

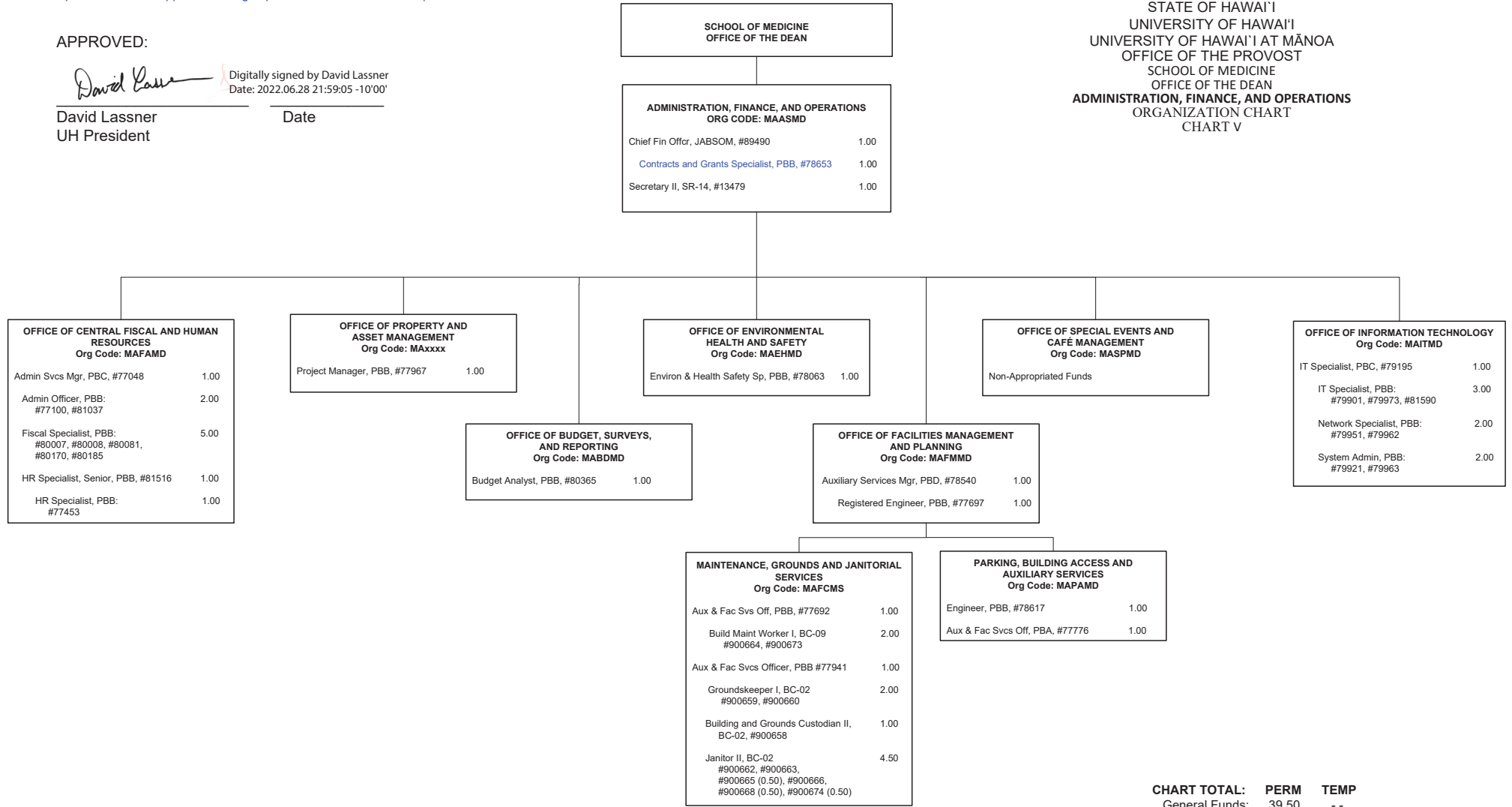
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Date: 2022.06.28 21:59:05 -10'00'

David Lassner  
UH President

Date

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
ADMINISTRATION, FINANCE, AND OPERATIONS  
ORGANIZATION CHART  
CHART V



STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
**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. The office 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. The office 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. JABSOM is a matrix organization with leadership working across all its departments and health system partners to achieve our mission, vision, and values.

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:



Digitally signed by David Lassner  
Date: 2022.06.28 21:59:28 -10'00'

David Lassner  
UH President

Date

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

FUNCTIONAL STATEMENT (Chart II)

**ACADEMIC AFFAIRS – Org Code: MAADMD**

Under the leadership of JABSOM's Associate Dean for Academic Affairs (ADAA), the Academic Affairs Offices, Programs, Departments, and supporting entities are responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. These offices, programs, departments, and support entities focus on the continuum of education, including numerous pathway programs, the post-baccalaureate ('Imi Ho'ōla) program, medical school, residency/fellowship, faculty development, and post-graduation continuing educational formats, as well as the educational support services provided to medical students, residents and faculty. The office is also responsible for working with and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integrating their teaching effort through the JABSOM departments, and coordinating JABSOM's wellness, professionalism, diversity, and equity endeavors.

The ADAA works with the Associate Dean for Research (ADR) who oversees the graduate and research programs and the Associate Dean for Clinical Programs (ADCP) who oversees the clinical science departments to ensure JABSOM's basic and clinical science units are provided with the best possible academic affairs support. The ADAA also works with JABSOM's Chief Financial Officer, who serves as the Associate Dean for Administration, Finance and Operations (ADAFO) to ensure the responsible budgeting, contracting, allocation and expenditure of financial resources, and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and to ensure optimal support of students in the medical education academic programs.

**ANATOMY LAB – Org Code: MAANMD**

The Anatomy Lab at JABSOM provides an opportunity for medical students, as well as residents, fellows, faculty and practicing clinicians to engage in medical learning through preserved cadavers, further deepening the learners' understanding of the human body's complex functions.

**DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD**

The Department of Communication Sciences and Disorders (CSD) provides training for graduate (M.S. candidates) students enabling them to meet national certification standards and to work as fully qualified professionals in communication sciences and disorders. The CSD Department provides 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 helps meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

**DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT**

The goal of the Department of Medical Technology is to educate and train students to become degreed and credentialed in the field of Medical Laboratory Science (MLS) who provide laboratory support for healthcare in the State of Hawai‘i and the Pacific Basin. The department’s specific objectives are: to graduate students with a B.S. degree in Medical Technology and provide them with post-baccalaureate clinical training so they become eligible for national certification; to develop and implement mechanisms to maintain adequate enrollment to meet the State’s need for qualified MLS; continue to collaborate with Kapi‘olani Community College Medical Laboratory Technician program; and continue to collaborate with the UH Mānoa Department of Microbiology to educate and train students to become credentialed as certified clinical microbiologists.

**‘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 demonstrate potential to succeed in medical school. The curricula emphasizes the integration of concepts and principles in the sciences and humanities, and develops communication, learning, and leadership skills. Participants come from environments that have 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. Census Bureau. 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 an educational program that enhances disadvantaged students’ academic and professional readiness for medical school. The ‘Imi Ho‘ōla program works closely with other medical education offices under the Associate Dean for Academic Affairs to ensure consistency and continuity from the pre-admissions, advising, admissions and learning support processes. ‘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 yearlong program, 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.

### **HEALTH SCIENCES LIBRARY – Org Code: MAKLMD**

The Health Sciences Library serves as the sole UHM (on campus) medical and health sciences 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. These resources are made available to JABSOM students, residents, fellows and faculty and others in the community who support JABSOM's educational programs.

### **OFFICE OF ADMISSIONS – Org Code: MAAMMD**

The Office of Admissions is independent of the office of Student Affairs (OSA) and directs the medical student admissions function for the school. The office provides support to the OSA in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements. The Office of Admissions ensures the required separation of processes and procedures associated with admission into medical school and maintenance of a successful educational experience at JABSOM. The Office of Admissions also works with numerous programs and offices within JABSOM, across the UH System, nationally and internationally to enhance pathways and recruitment activities that support attainment of the JABSOM Mission and Vision.

### **OFFICE OF ACCREDITED CONTINUING EDUCATION – Org Code: MACEMD**

The Office of Accredited Continuing Education (ACE) is led by the Director for Accredited Continuing Education. ACE oversees JABSOM-sponsored ACE functions and activities, in compliance with national continuing education standards and state physician licensing and health provider requirements. The office collaborates with outside entities such as the Hawai'i Medical Association and other Hawai'i health professions schools to advance life-long learning for health providers in Hawai'i.

### **OFFICE OF FACULTY AFFAIRS – Org Code: MAFCMD**

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services and programs to JABSOM faculty. This office assists faculty to ascertain and obtain resources and information for all issues related to faculty development, including promotion and tenure application compilation and review.

### **OFFICE OF GLOBAL HEALTH AND INTERNATIONAL MEDICINE – Org Code: MAGIMD**

The Office of Global Health and International Medicine works to ensure that all international medical education activities of JABSOM faculty, staff and students are aligned with the school's mission and in compliance with accreditation requirements and



within legal parameters. Our goal is to promote our students' appreciation of the ways that global issues impact the health of patients and communities in Hawai'i and encourage them to gain experience in international health care settings. This office also works with the other JABSOM entities to ensure coordinated educational opportunities for 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.

#### **OFFICE OF GRADUATE MEDICAL EDUCATION – Org Code: MAGRMD**

The Office of Graduate Medical Education (GME), led by the GME Director/Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of all GME programs under JABSOM, in accordance with the Accreditation Council for Graduate Medical Education and other nationally recognized accrediting bodies. The office of GME works with the JABSOM clinical departments, major health systems and numerous others community and academic partners throughout the Hawaiian Islands and the US Affiliated Pacific Island jurisdictions. The office provides focused technical support and professional development which helps produce fully-trained specialty and subspecialty physicians who learn and provide care in hospitals, clinics, and community settings in which quality patient care, health promotion, and academic excellence are sustained to advance the health and well-being of the people of Hawai'i.

#### **OFFICE OF MEDICAL EDUCATION – Org Code: MAMSMD**

The Office of Medical Education (OME), in partnership with the clinical and foundational science departments, coordinates and delivers the educational programs leading to the medical doctorate (M.D.) degree. OME also works with the Offices of Faculty Affairs and Graduate Medical Education to develop and implement faculty development programs that support the entire M.D. curriculum and preparedness for residency training. OME provides leadership in curriculum management, standardized patient assessment, faculty development, community engagement and scholarly work in medical student education. The Center for Clinical Skills also falls under OME and is responsible for the provision of standardized patient training throughout the core educational activities, clinical skills development and evaluation on certain required clerkships, rotations and at key points of the medical education curriculum.

#### **OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD**

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

- Educational student advising & counseling;

- Registration;
- Financial aid, in close collaboration with UH Mānoa Financial Aid Office and the UH Foundation;
- Support to the Student Standing and Promotion Committee;
- Support to Evaluation Remediation and Review Committee;
- Support to the Academic Appeals 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.

### **SIMULATION CENTER – Org Code: MASCMD**

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.

### **DEPARTMENT OF QUANTITATIVE HEALTH SCIENCES – Org Code: MABQHS**

The Department of Quantitative Health Sciences promotes clinical and translational research, education, and related services through collaboration and innovation in areas of quantitative health sciences. The department strives to improve population and individual health by transforming health care through quantitative health methodological development; training and empowering the next generation of clinical and translational researchers in state-of-the-art quantitative health research techniques; and fostering interaction and collaboration with researchers across the Hawai‘i healthcare community.

### **AREA HEALTH EDUCATION CENTER (AHEC) – Org Code: MAAHMD**

The Hawai‘i and Pacific Basin AHEC seeks to improve the health of the underserved through education. Activities focus on five primary areas:

1. Health education and recruitment to health professions for students across the state from kindergarten through college
2. Educating health professions, students in rural and underserved areas, often in interdisciplinary teams
3. Recruitment, retention and continuing education of practicing health professionals in medically underserved areas
4. Providing community-based and community-driven health education in over a dozen community learning centers across the state

5. Providing video connectivity for health education, communication and other health care services across the state.

APPROVED:



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Date: 2022.06.28 22:00:10 -10'00'

David Lassner  
UH President

Date

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
JOHN A. BURNS SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
**FUNDAMENTALS OF HEALTH SCIENCES**

FUNCTIONAL STATEMENT (Chart III)

**OFFICE OF THE ASSOCIATE DEAN FOR RESEARCH AND GRADUATE STUDIES–**  
**Org Code: MARSMD**

Under the leadership of JABSOM's Associate Dean for Research (ADR), the Fundamentals of Health Sciences Departments (also known as JABSOM's "Basic Sciences Departments") provide research and graduate studies, and undergraduate education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel). Unlike the program of Graduate Medical Education (GME) that falls under JABSOM's ADAA, the ADR's office focuses on research and graduate studies' Master's and PhD programs. These programs fall under the accreditation, curriculum and purview of the Graduate Division led by the UHM Graduate Division Dean. Additionally, the faculty in the Fundamentals of Health Sciences teach undergraduate courses. Thus, the ADR's office ensures the school's graduate programs comply with the Accrediting Commission for Schools Western Association of Schools and Colleges and are in accordance with the guidance of the UHM Graduate Division Dean.

The Office of the ADR leads JABSOM's research mission operations and the school's office of grants administration. The ADR also oversees our basic sciences departments. Our basic science departments engage in basic and translational scientific research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies. Additionally, these departments represent the basic sciences required to help medical and graduate 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.

The ADR works closely with the ADAA and the ADCP to ensure that the research programs of JABSOM's basic and clinical science departments are provided with the best possible support. The ADR also works with the ADAFO to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs.

**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. The Department 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 Hawai‘i at Mānoa.

**Institute for Biogenesis Research – Org Code: MAIBGS**

The Institute for Biogenesis Research, established in May 2000, studies reproductive and developmental biology and supports the academic pursuit of research in these fields.

**DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB**

The Department of Cell and Molecular Biology 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 mission of the Department of Tropical Medicine, Medical Microbiology and Pharmacology is to provide future leaders in Tropical Medicine and Pharmacology with a world-class transdisciplinary education that focuses on basic, translational and field research on microbial diseases of global importance, particularly those diseases affecting Hawai‘i and the Asia-Pacific region. The Department provides education and training for undergraduate, medical, and graduate students in tropical medicine, public health, and other biomedical sciences. Areas of research in the Department include pathogenesis, treatment and development of vaccines and diagnostics for flaviviruses (dengue, Zika, and West Nile viruses), filoviruses (Ebola, Marburg, and Sudan viruses), HIV/AIDS, malaria, and angiostrongyliasis. The Department has a strong interest in promoting the One Health approach focused on the intersection of human health, animal and plant health, and environmental health to address public health threats, such as the emergence and spread of vector-borne and zoonotic diseases.

**OFFICE OF GRANTS ADMINISTRATION – Org Code: MAGTMD**

The Office of Grants Administration, established in 2003, facilitates the grants and contracts preparation, review and submittal process across all departments within JABSOM. The office works in close collaboration with the JABSOM Offices of the Dean, the Central Fiscal and Human Resources, and the University of Hawai‘i System Office of Research Services. This 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.

APPROVED:



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David Lassner  
UH President

Date

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
JOHN A. BURNS SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
**CLINICAL SCIENCES**

FUNCTIONAL STATEMENT (Chart IV)

**OFFICE OF THE ASSOCIATE DEAN FOR CLINICAL PROGRAMS– Org Code: MACSMD**

The Office of the Associate Dean for Clinical Programs (ADCP) directly assists the Dean by serving as JABSOM's health system affiliates liaison in all faculty-provided, clinical service matters. The ADCP works with the ADAA and the ADR to ensure that JABSOM's clinical science departments are provided with the best possible academic and research support. The ADCP also works with the ADAFO to ensure responsible budgeting, contracting, allocation and expenditure of financial resources; to ensure that the clinical science units are well-represented in the media, to have access to the best information technology available at the University; to ensure that personnel actions taken are reasonable and compliant; and to ensure that physical facilities are adequate.

Under the leadership of the ADCP, the Clinical Sciences departments include the areas of practical study of medical principles or investigations using controlled procedures to evaluate results. These departments comprise the 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 Department of Medicine provides instruction, research, and service in the field of Internal Medicine, its recognized sub-specialties, and Neurological Sciences and Dermatology. The department provides medical education for medical students, post-graduate residents and fellows, and practitioners in these fields. With collaborating medical centers and physician practices, the Department develops and supports faculty and clinical learning environments to assure a competent and skilled physician workforce.

The Department of Medicine also conducts basic, translational, clinical, and epidemiological research that address pathogenesis, diagnosis, and treatment of several medical conditions. Investigators in Cardiovascular Disease and AIDS research are organized into two Centers:

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. Its aims are to:

- Develop and sustain a strong mentoring group of established investigators with interdisciplinary, but complementary backgrounds in vascular and cardiovascular biology
- Strategically recruit and retain talented, funded faculty investigators to sustain continued growth

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. The center identifies HIV's effects on metabolism and its role in neurological and cardiovascular conditions.

In service, the faculty of the department of Medicine provide direct care of adult patients in primary care, ambulatory specialty care, and inpatient and critical care settings. Faculty share learning in community health education programs, and collaborate with community organizations to promote and preserve the health of the people of Hawai'i and Pacific Basin.

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

The mission of the Department of OB/GYN and Women's Health is to advance women's health through excellence in education, research, clinical and community service in a sustainable fashion. Medical education in comprehensive and integrated women's health programs is provided to medical students, OB/GYN residents, Maternal Fetal Medicine fellows, Family Planning fellows and community health care professionals. Our teaching and research programs include: General OB/GYN, maternal fetal medicine, gynecologic oncology, reproductive endocrinology and infertility, urogynecology, complex family planning, critical care and addiction medicine. Our faculty are engaged in patient safety and continuous quality improvement programs with our major health care partners: Hawai'i Pacific Health, Queen's Health Systems and Hilo Medical Center. We also partner with federally qualified health care centers: Waianae Coast Comprehensive Health Center, Kalihi-Palama Health Center, Wahiawā Center for Community Health, Waikiki Health Center, Waimānalo Health Center on Oahu, Mālama I Ke Ola Health Center on Maui, Lanai and Bay Clinic in Hilo. In addition, we are the state's only comprehensive women's health clinical practice with offices at Kapi'olani Medical Center for Women and Children, Queen's Medical Center, Pali Momi Medical Center and Hilo. Funded research programs exist in family planning, maternal fetal medicine, gynecologic oncology and general OB/GYN. Departmental philanthropy supports other educational, research, and clinical services.



## **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 understand 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 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**

Psychiatry focuses on the prevention, diagnosis, and treatment of behavioral, addictive, and emotional disorders. The Department of Psychiatry provides psychiatric teaching and training to medical students; residents in General Psychiatry; subspecialty fellows in Child and Adolescent Psychiatry, Addiction Medicine, Addiction Psychiatry, and Geriatric Psychiatry; and other healthcare professionals. In addition to contributing significantly to the local workforce of providers in a shortage specialty, the Department also provides inpatient and outpatient psychiatric services and consultation at various healthcare sites, including: The Queen's Health Systems; Kapi'olani Medical Center for Women and Children; The State of Hawai'i Department of Health, including clinics on the islands of Hawai'i, Moloka'i, Maui, Kaua'i, and Lāna'i; The State of Hawai'i Department of Public Safety; the Institute for Human Services; and community health centers in Hawai'i and the Pacific.

The department conducts research in various aspects of psychiatry: culture and mental health, mental health disparities, Native Hawaiian mental health, suicide prevention, substance use disorders, neuropsychiatry/neuroimaging, and psychiatric education. Members of the department contribute service to the community on the state, national, and international levels. Members serve as officers and committee members of the Hawai'i Psychiatric Medical Association, the Hawai'i Council for Child and Adolescent Psychiatry, the American Board of Psychiatry and Neurology, the American College of Psychiatrists, the American Society of Addiction Medicine, and the World Psychiatric Association/Child and Adolescent Psychiatry Section, to name a few. Members of the department also provide consultations to schools 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: MAHYMD**

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 improving the health of Native Hawaiians. Through research and education, this department helps to develop a comprehensive program that addresses the health status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. NHH also houses two divisions related to Native Hawaiian health and welfare

– the ‘Imi Ho‘ōla Program listed under the ADAA (Chart II) because of their role in the continuum of medical education, 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 health 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: MANPHD

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 teaching, research, and community service activities in geriatric medicine and palliative medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric medicine fellowship program. The department provides instruction for trainees of other departments and health professions schools who require experience in Geriatric Medicine or Palliative Care. The faculty is also very productive in biomedical research. Given the fact that Hawai‘i is the state with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of older people and in research in aging and on diseases common in elderly persons is an important component of the State’s healthcare community.


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

Family medicine is the medical specialty which provides continuing, comprehensive health care for the individual and family. It is a specialty in breadth that integrates the biological, clinical and behavioral sciences. The scope of family medicine encompasses all ages, all genders, each organ system and every disease entity. The department’s long range objectives 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 excellent postgraduate training for family medicine residents and primary care sports medicine fellows; and to provide a realistic view of primary care medicine as a career.

**OFFICE OF RISK AND CLINICAL AFFAIRS – Org Code: MAEXMD**

The Office of Risk and Clinical Affairs (ORCA) provides risk management, compliance, and related legal support with representation from the UH System General Counsel office to the clinical education enterprise of JABSOM. ORCA's work is critical to ensuring that JABSOM attains its foundational mission of teaching and training. ORCA, in conjunction with the faculty practice plan affiliated with JABSOM, jointly manages the professional liability policy, which provides medical malpractice coverage to the faculty, staff, and students at JABSOM and other University of Hawai'i health sciences programs. ORCA serves as the JABSOM subject-matter expert on HIPAA compliance and provides guidance and coordination for JABSOM in this area. ORCA manages key aspects of the affiliation agreements with clinical affiliates that are necessary to support JABSOM's medical education program and comply with accreditation standards. ORCA provides risk management and compliance support in a range of other areas, working with others as needed.

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David Lassner  
UH President

Date

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

FUNCTIONAL STATEMENT (Chart V)

**OFFICE OF THE ASSOCIATE DEAN FOR ADMINISTRATION, FINANCE, AND OPERATIONS – Org Code: MAASMD**

JABSOM’s Chief Financial Officer, serving as the Associate Dean for Administration, Finance and Operations (ADAFO), is the medical school’s principal business and operations officer. The Office of the ADAFO prepares and monitor budgets, develops long-and short-range strategic and business plans to enhance revenue, assists the Dean in the development of compensation research and teaching incentive plans, provides overall property and space management, and serves as JABSOM’s financial liaison to the school’s affiliated non-profit organizations, (e.g., University Health Partners (aka UCERA), Hawai‘i Pacific Health Medical Group, Queens University Medical Group, and Hawai‘i Residency Programs). The ADAFO also consults with the Dean, other Associate Deans, faculty, staff, students, and directors as appropriate, in developing and implementing JABSOM’s campus policies and procedures related to administrative and financial matters.

The ADAFO provides leadership and management over JABSOM’s departments of budget and reporting, contracting, and central fiscal and human resources, and oversight of all school-wide financial and business operations and facilitates located at Kaka‘ako and at 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 the UH Mānoa campus facilities, information services and operations personnel.

JABSOM’s Kaka‘ako location includes its education and research buildings, central plant, biosafety level-2 & level-3 laboratories, animal vivarium, translational research clinic, grounds, housekeeping, and facilities development, maintenance and repair. Other central services overseen by the ADAFO also include information technology network and telecommunications, parking, special events and café management, environmental health and safety, and asset and property management.

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

The Office of Central Fiscal and Human Resources (OCFHR) is comprised of three units: Central Business, Fiscal, and Human Resources. Additionally, the OCFHR director

serves as JABSOM's designated Deputy Title IX Coordinator and is responsible for receiving information related to allegations of sex discrimination and gender-based violence. In consultation with the University of Hawai'i at Mānoa Office of Title IX, Office of Equal Employment Opportunity / Affirmative Action, and Office of General Counsel, the JABSOM's Deputy TIX Officer may assist with filing a complaint, serve as a resource for answering questions about UH policies and procedures, provide information on employee and student rights, as well as other helpful employee and student resources, which is in addition and separate from JABSOM's internal employee or student ombudsman offerings.

The Central Business unit provides the school's department chairs and program directors administrative guidance and support at the department and program level. The unit strives to keep JABSOM departments and programs operational when faced with administrative outages and vacancies, by recruiting and filling positions, initiating Fiscal & HR documents, training new administrative staff, providing budgetary guidance, & keeping department chairs and program directors informed on department/program activities.

The Fiscal unit is responsible for controlling school-wide expenditures within funding authorization in accordance with UH policies and procedures and extramural sponsor funding requirements. The office is committed to providing support for procurements, accounts payable, accounts receivable, payroll, grants administration and audit coordination. The office also provides guidance and assistance to the school's executives, department chairs, program directors, principal investigators and their staff with respect to fiscal matters.

The Human Resources unit is responsible for human resources management in accordance with UH policies and procedures and collective bargaining union agreements. The office is committed to providing support for recruitment, salary and benefits administration, workforce management, employer and employee relations, and professional development opportunities. The office also provides guidance and assistance to JABSOM executives, department chairs, program directors, principal investigators and their staff with respect to personnel matters.

#### **OFFICE OF ENVIRONMENTAL HEALTH AND SAFETY – Org Code: MAEHMD**

The Office of Environmental Health and Safety provides oversight for all environmental health and safety issues affecting JABSOM. The office is charged with responsibility for the management of a safe campus environment through the development and administration of health and safety programs including:

- Occupational Health & Safety – Monitors laboratories, facilities and operations for compliance with federal and state regulations related to workplace safety and provides training and hazard assessments.



- Fire Safety – Monitors campus buildings for compliance with NFPA regulations and maintains fire protection equipment at JABSOM.
- Hazardous Materials Management – Manages classification and disposal of hazardous wastes generated by JABSOM operations in accordance with federal and state regulations.
- Environmental Compliance – Maintains compliance with federal and state rules and regulations related to the protection of the environment (Spill prevention, storm water and wastewater management).

### **OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD**

The Office of Information Technology (OIT) provides the highest quality technology-based services to facilitate the John A. Burns School of Medicine's (JABSOM) educational, research, and clinical missions. Primarily based in Kaka'ako, the office also provides services to remote sites across Oahu for the school's clinical teaching departments located at partner institutions. Services include:

- Define strategic direction for all technology at JABSOM.
- Develop and maintain JABSOM's high-speed network infrastructure including data (wired and wireless) and voice networks at all locations.
- Develop and maintain centralized, enterprise-level data storage systems with a comprehensive backup strategy for academic medical education, medical research, and administrative support.
- Provide web software applications unique to academic medical schools to support JABSOM operations and its missions.
- Plan, develop, and maintain audiovisual hardware, interconnections, and delivery for all locations.
- Develop and maintain technical web site service and support for JABSOM, its departments, and programs.
- Provide expert technical advice and assistance at the OIT help desk.
- Maintain close partnerships with JABSOM's residency training program and faculty clinical practice for technology-related support and compliance requirements.
- Monitor, manage, and protect JABSOM's protected data to ensure appropriate usage, retention, and security of data per University of Hawai'i policies.

### **OFFICE OF SPECIAL EVENTS AND CAFÉ MANAGEMENT – Org Code: MASPMMD**

The Office of Special Events and Café Management 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 – Org Code: MABDMD**

The Office of Budget, Surveys, and Reporting administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's general, special, and revolving departmental budgets. The office also manages and reviews all quarterly Grant Release Program forms submitted by various research departments, and prepares JABSOM's annual and quarterly budget submittals to UH Mānoa and UH System budget offices. Additionally, the office prepares and any required legislative financial reports due to JABSOM being listed as a separate University of Hawai'i State legislative budget line item independent of UH Mānoa. The office also prepares all annual financial reports, faculty compensation and metric surveys required to comply with the Association of American Medical Colleges (AAMC) and its accrediting agency known as the Liaison Committee on Medical Education (LCME).

#### **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, building access security and research building health and safety certification to the entire JABSOM campus.

#### **MAINTENANCE, GROUNDS AND JANITORIAL SERVICES– Org Code: MAFCMS**

Maintenance, Grounds and Janitorial Services is responsible to plan, direct and coordinate building and maintenance services, and grounds keeping 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. Services include:

- Perform preventive maintenance and repairs
- Facilitate building maintenance service contracts (e.g., boilers, water purification systems, laboratory vacuum systems, etc.)
- Maintain building automation systems (BAS)
- Facilitate all JABSOM campus and building construction projects as delegated and approved by the UH System Office of Project Delivery
- HVAC system, including filter replacement
- Works closely with Board of Water Supply, facilitating JABSOM's Central Plant



- Maintain JABSOM Vivarium’s mechanical systems (i.e., cage and tunnel wash, luminary, ventilation systems)
- Tree trimming
- Window washing
- Periodic pesticide treatment
- Moves and transports heavy objects
- Grounds keeping services
- Landscaping services
- Custodial services

**PARKING, BUILDING ACCESS AND AUXILIARY SERVICES – Org Code: MAPAMD**

The office of Parking, Building Access, and Auxiliary Services is responsible for overseeing various operations, including:

- Manages three (3) parking lots serving the Kaka‘ako campus.
- Coordinates with the University of Hawai‘i Cancer Center in the management and assignment of parking usage
- Oversees security access for all JABSOM buildings on the Kaka‘ako campus
- Facilitates campus-based emergency planning and response
- Provides courier and mail services for U.S., campus, and other external agencies (e.g., FedEx, UPS, etc.) package deliveries
- Maintains paper inventory, copier supplies, and schedules shredding services
- Ensures servicing of JABSOM’s fleet vehicles

**OFFICE OF PROPERTY & ASSET MANAGEMENT – Org Code: MAXXXX**

The Office of Property and Asset Management assists JABSOM’s leadership in facilitating space usage and planning for all of JABSOM. Locations include space located at UH Mānoa and Kaka‘ako campuses, external leases, and shared resource acquisitions in support of JABSOM’s strategic plan. The office is responsible for the following:

- Monitoring all space owned or leased by JABSOM
- Facilitating JABSOM’s Space Committee Meeting and all related requests for projects, furniture, and space requests
- Responsible for collecting, analyzing, interpreting, and reporting all information regarding space allocation and utilization
- Consultation services for project inception, programming, and feasibility studies, as needed
- Space and growth analysis to support executives in future needs assessments
- Survey and maintain records of space occupancy and assignment

- Pre-planning, planning and implementation of projects of various size and complexity including relocations, renovations, and space modifications
- For external lease renovations: full scope project management including but not limited to reviewing and evaluating architectural and engineering drawings, overall project budget management, and archiving of space utilization documentation

APPROVED:



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David Lassner  
UH President

Date

## **LETTERS / RESPONSES**

FORMAL CONSULTATION LETTERS SENT ON MARCH 19, 2021 TO THE FOLLOWING:

- ASUH: Associated Students of the University of Hawai'i
- GSO: University of Hawai'i at Mānoa Graduate Student Organization
- HGEA: Hawai'i Government Employees Association
- Kūali'i Council, University of Hawai'i at Mānoa
- MFS: University of Hawai'i at Mānoa Faculty Senate
- MSS: University of Hawai'i at Mānoa Staff Senate
- UHPA: University of Hawai'i Professional Assembly
- UPW: United Public Workers



UNIVERSITY  
of HAWAII®  
MĀNOA

March 19, 2021

Donovan Albano, President  
Associated Students of the University of Hawai'i  
2465 Campus Road, Campus Center Rm. 211A  
Honolulu, Hawai'i 96822

Dear Donovan:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

[http://manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

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  
Professor and Dean  
Barry & Virginia Weinman – Endowed Chair

- c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



UNIVERSITY  
of HAWAII®  
MĀNOA

March 19, 2021

Maura Stephens-Chu, President  
University of Hawai'i at Mānoa Graduate Student Organization  
2445 Campus Road, Hemenway Hall, Rm. 212  
Honolulu, Hawai'i 96822

Dear Maura:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

[http://manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

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  
Professor and Dean  
Barry & Virginia Weinman – Endowed Chair

c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



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March 19, 2021

Randy Perreira, Executive Director  
Hawai'i Government Employees Association  
888 Mililani Street, Suite 601  
Honolulu, Hawai'i 96813-2991

Dear Randy:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

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Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
Barry & Virginia Weinman – Endowed Chair

c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



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March 19, 2021

Lawrence Keali'i'olu'olu Gora, Administrator  
Kūali'i Council  
Hawai'inuiākea School of Hawaiian Knowledge  
2645 Dole Street, Room 101AC  
Honolulu, HI 96822

Dear Lawrence:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

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Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
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c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist





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March 19, 2021

Paul McKimmy, Senate Executive Committee Chair  
University of Hawai'i at Mānoa Faculty Senate  
2500 Campus Road, Hawai'i Hall, Rm. 208  
Honolulu, Hawai'i 96822

Dear Paul:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

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Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
Barry & Virginia Weinman – Endowed Chair

- c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



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March 19, 2021

Jaret Leong, Chair  
University of Hawai'i at Mānoa Staff Senate  
2500 Campus Road, Hawai'i Hall  
Honolulu, Hawai'i 96822

Dear Jaret:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

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Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
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c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



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MĀNOA

March 19, 2021

Christian Fern, Executive Director  
University of Hawai'i Professional Assembly  
1017 Palm Drive  
Honolulu, Hawai'i 96814

Dear Christian:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

A handwritten signature in black ink, reading "Jerris R. Hedges".

Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
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c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist



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March 19, 2021

Elizabeth Ho, State Director  
United Public Workers, AFSCME Local 646, AFL-CIO  
1426 North School Street  
Honolulu, Hawai'i 96817

Dear Elizabeth:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) 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, our reorganization proposal and documents have been loaded onto the UHM website at:

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Your comments on the proposal would be appreciated by on or before May 7, 2021. You may email your comments to JABSOM's chief financial officer, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If additional time is needed or if you have any questions, please do not hesitate to contact Nancy via email or call 808-692-1201 prior to the above deadline.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

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Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
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c: Nancy Foster, JABSOM Chief Financial Officer  
Sheila Izuka, UHM OVCAFO Executive Assistant  
Corinne Seymour, JABSOM Chief Administrative Officer  
Kathy Matsumoto, JABSOM Human Resources Senior Lead Specialist

## CONSULTATION CORRESPONDENCE:

- ASUH: Associated Students of the University of Hawai'i
  - No comments received.
- GSO: University of Hawai'i at Mānoa Graduate Student Organization
  - April 15, 2021: GSO Comments received; JABSOM Response on April 20, 2021.
- HGEA: Hawai'i Government Employees Association
  - No comments received.
- Kūali'i Council, University of Hawai'i at Mānoa
  - No comments received.
- MFS: University of Hawai'i at Mānoa Faculty Senate
  - April 8, 2021: Committee on Administration and Budget Committee (CAB) comments received; JABSOM response on April 9, 2021.
  - May 6, 2021: Senate Executive Committee (SEC) comments received regarding the retraction of reorganization proposal + CAB feedback.
  - January 18, 2022: JABSOM formal resubmittal of reorganization proposal to SEC.
  - April 20, 2022: Committee on Administration and Budget Resolution to Oppose the Reorganization for the John A Burns School of Medicine (JABSOM), approved on April 20, 2022.
- MSS: University of Hawai'i at Mānoa Staff Senate
  - May 7, 2021 MSS Comments received.
- UHPA: University of Hawai'i Professional Assembly
  - April 20, 2021: UHPA comments received.
- UPW: United Public Workers
  - May 3, 2021: UPW comments received.

## GSO: April 15, 2021 Comments and JABSOM Response



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### RE: JABSOM Proposed Reorganization Consultation Review Request

1 message

**Nancy Foster** <nkfoster@hawaii.edu>

Tue, Apr 20, 2021 at 12:54 PM

To: GSO President <gsopres@hawaii.edu>

Cc: Sheila H Izuka <sheilak3@hawaii.edu>, Corinne Seymour <cseymour@hawaii.edu>, Kathy Matsumoto <morifuji@hawaii.edu>, ASUH President <asuhpres@hawaii.edu>, Lee Buenconsejo-Lum <lbuencon@hawaii.edu>, Mariana Gerschenson <gerschen@hawaii.edu>

Aloha e Maura,

Mahalo for reaching out. I apologize for my delay in response. Knowing that graduation is just around the corner, we will extend the May 7<sup>th</sup> consult response deadline to Friday, May 21<sup>st</sup>.

I wanted to take the opportunity to answer your excellent emailed questions related to whether our students have had a chance to hear about JABSOM's reorganization. Although it has taken us nearly two years, our reorg mainly reflects cosmetic changes that represent how our education, research, clinical, and administrative departments are organized and operated more accurately.

I relayed your message/questions to our Associate Dean of Academic Affairs, Dr. Lee Buenconsejo-Lum, and our Associate Dean of Research, Dr. Mariana Gerschenson (both are copied on this email response). Dr. Buenconsejo-Lum's office directs the medical student body activity, and Dr. Gerschenson's office leads our Masters and Ph.D. graduate study body. Per your note, both Drs. Buenconsejo-Lum and Gerschenson have recently reached out to their respective student bodies to specifically ask for any student body input on JABSOM's reorg.

It may also help to know that several presentations have been made at our JABSOM executive committee during the last two years. On the committee, we currently have two medical student officers. We formerly had a non-MD graduate student on the committee, but that seat is now in recruitment. Additionally, both Drs. Buenconsejo-Lum and Gerschenson conduct several town hall meetings with our JABSOM student body, asking for their input on how JABSOM can improve their educational experience.

If you would like to set a time to meet with us (Drs. Buenconsejo-Lum, Gerschenson, and me), we would welcome the meeting to answer any other questions the GSO may have. Please let me know. We look forward to hearing from you. Mahalo, for your time.

*Kind regards,*

*Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA\**

*CFO/ Assoc. Dean of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*

*651 Ilalo Street, Medical Education Building Dean's Office*

*Honolulu, Hawaii 96813*

*Direct: 808-692-1201*

*Cell: 808-341-8886*

*\*Not in public practice, licensed in Arizona & Colorado*

**From:** GSO President <[gsopres@hawaii.edu](mailto:gsopres@hawaii.edu)>

**Sent:** Thursday, April 15, 2021 11:37 AM

**To:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>

**Cc:** Sheila H Izuka <[sheilak3@hawaii.edu](mailto:sheilak3@hawaii.edu)>; Coco Seymour <[cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)>; Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)>; ASUH President <[asuhpres@hawaii.edu](mailto:asuhpres@hawaii.edu)>

**Subject:** Re: JABSOM Proposed Reorganization Consultation Review Request

Aloha e Dr. Foster,

I just wanted to follow up with you regarding the proposed JABSOM reorganization. This is a very busy time for both GSO and ASUH, as well as students in general, so I would like to request an extension for providing our feedback to at least the end of May, rather than 5/7.

Additionally, could you provide more information on how JABSOM leadership has communicated with students in the School about the reorg up to this point? You may already be aware, but neither ASUH nor GSO represent the MD students, and we want to make sure their voices are heard in this matter.

Sincerely,

Maura

On Fri, Mar 19, 2021 at 12:54 PM Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)> wrote:

Aloha GSO President Stephens-Chu,

On behalf of our dean, Dr. Jerris Hedges, please find the attached letter requesting GSO's review of our John A Burns School of Medicine (JABSOM) reorganization proposal listed on the UH Mānoa website [here](#).

If you prefer to receive a hard copy of JABSOM's 69-page reorganization proposal (PDF attached) to assist with GSO's review or have any questions, please let me know. Mahalo and have a wonderful weekend.

*Kind regards,*

*Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA\**

*CFO & Ex. Director of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*

*651 Ilalo Street, Medical Education Building Dean's Office*

*Honolulu, Hawaii 96813*

*Direct: 808-692-1201*

*Cell: 808-341-8886*

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## MFS - April 8, 2021: CAB Comments and JABSOM Response

**From:** Justin Clapp <[jtclapp@hawaii.edu](mailto:jtclapp@hawaii.edu)>  
**Sent:** Friday, April 9, 2021 1:29 PM  
**To:** Jerris Hedges <[jerris@hawaii.edu](mailto:jerris@hawaii.edu)>  
**Cc:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>  
**Subject:** Re: Response

Aloha Jerris and Nancy,

Thank you for your quick response. I will forward this to CAB for consideration, and will definitely reach out if there are any additional questions or concerns regarding the statement.

Thank you again,

Justin Clapp

On Fri, Apr 9, 2021 at 1:24 PM Jerris Hedges <[jerris@hawaii.edu](mailto:jerris@hawaii.edu)> wrote:

Aloha Justin,

After speaking with Nancy Foster, she agrees with inclusion of the following statement:

There will be no reductions as a the specific result of implementing this reorganization. Any personnel reductions which may occur in the school would be incidental and related to the challenges all of Manoa is facing - specifically budget restrictions, hiring freeze/restrictions, and legislative position sweeps.

--

Jerris R. Hedges, MD, MS, MMM  
Professor & Dean  
Barry & Virginia Weinman - Endowed Chair  
John A. Burns School of Medicine  
University of Hawaii - Manoa

**From:** Justin Clapp <[jtclapp@hawaii.edu](mailto:jtclapp@hawaii.edu)>  
**Sent:** Friday, April 9, 2021 12:25 PM  
**To:** Jerris Hedges <[jerris@hawaii.edu](mailto:jerris@hawaii.edu)>  
**Cc:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>  
**Subject:** Re: CAB - JABSOM Reorganization Clarification

Aloha Jerris,

I'll try to summarize CAB's thoughts. I believe that the concern is that, if reductions need to be made due to unforeseen circumstances, that it would be a separate topic from this reorganization. I believe that the concern stems from the language of "no planned reductions at this time" and how the phrase could then be used to justify reductions as a result of this reorganization, which were not originally proposed when the reorganization was forwarded for consideration.

However, a phrase such as "no reductions will occur as a result of this reorganization" wouldn't exclude the possibility of reductions in the future, but it would ensure that it would be a separate, new topic.

Please feel free to ask clarifying questions, and I can go back to CAB for clarification and additional information.

Thank you,

Justin Clapp

On Fri, Apr 9, 2021 at 10:25 AM Jerris Hedges <[jerris@hawaii.edu](mailto:jerris@hawaii.edu)> wrote:

Aloha Justin,

I appreciate your work on behalf of the CAB. I will forward your comments to our CFO/ Associate Dean of Administration, Finance & Operations - Nancy Foster EdD. As I look at the sections you highlighted, I believe the text currently states that there are no planned reductions in faculty and staff numbers. As all UH Manoa units appreciate, the hiring freeze has created challenges and some reductions in personnel have happened across the campus and/or are expected to happen through attrition and legislative position sweeps associated with the hiring freeze. I do not see how any unit can promise that "there shall be no reductions as a result of this reorganization." We did not undertake the reorganization with the intent of reducing faculty or staff positions. If the hiring freeze is fully lifted and our budget is not impacted by the global and state economic realities we all face, then there should be no reductions. Right now we are trying (like all other Manoa units) to determine how we can survive operationally and fiscally with the challenges mentioned above.

Perhaps it would be sufficient to state that the re-organization was not developed with the intent to reduce faculty or staff numbers, but rather to improve reporting responsibilities and organizational function for existing faculty/staff. All units will have to respond to institutional fiscal stress and hiring restrictions imposed by UH Manoa and UH System. Thus, inflexible commitments to sustain personnel numbers do not appear realistic in these challenging times.

Jerris

--

Jerris R. Hedges, MD, MS, MMM  
Professor & Dean  
Barry & Virginia Weinman - Endowed Chair  
John A. Burns School of Medicine  
University of Hawaii - Manoa

On Thu, Apr 8, 2021 at 7:51 PM Justin Clapp <[jtclapp@hawaii.edu](mailto:jtclapp@hawaii.edu)> wrote:

Aloha Dr. Hedges,

My name is Justin Clapp and I am the Chair of the Committee on Administration and Budget (CAB) from the Mānoa Faculty Senate (MFS). CAB is in the process of reviewing the proposed JABSOM reorganization. Within CAB's initial review, CAB had some slight concerns regarding how potential reductions were referenced as "not planned at this time" in relation to the reorganization. These quotes can be found on Page 6 (Question 4) and pages 14/15 (Question 3).

CAB's review would be assisted if the language instead stated "there shall be no reductions as a result of this reorganization."

If the proposers of this reorganization would be willing, CAB would appreciate a written response identifying such a sentiment that CAB would then cite within our eventual recommendation to the full MFS.

Looking forward to hearing from you,

Justin Clapp

--

Justin Clapp  
Academic Advisor  
Student-Athlete Academic Services  
The University of Hawai'i at Mānoa

## MFS: May 6, 2021 SEC Comments with CAB Feedback

**Sheila H Izuka**

---

**From:** Nancy Foster <nkfoster@hawaii.edu> on behalf of Nancy Foster  
**Sent:** Thursday, May 6, 2021 10:45 AM  
**To:** Paul McKimmy  
**Cc:** UHM Faculty Senate; Sheila H Izuka; Kathy Matsumoto; Corinne Seymour; Justin Clapp; Christine Sorensen  
**Subject:** RE: JABSOM Proposed Reorganization Consultation Review Request Reminder

Mahalo, Dr. McKimmy, for your email response. We very much appreciate receiving the attached MFS CAB feedback.

Provost Bruno did reach out to Dean Hedges and me earlier this week to let us know the SEC review would be tabled until the Fall semester due to the timing of the academic year coming to a close. We will be meeting with our JABSOM Faculty Senate this afternoon to revisit our reorganization discussion, and look forward to their submittal to the SEC in support of JABSOM's reorg.

Have a great rest of your week.

*Kind regards,  
Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA\*  
CFO/ Assoc. Dean of Administration, Finance & Operations  
University of Hawaii, John A Burns School of Medicine  
651 Ilalo Street, Medical Education Building Dean's Office  
Honolulu, Hawaii 96813  
Direct: 808-692-1201  
Cell: 808-341-8886*

*\*Not in public practice, licensed in Arizona & Colorado*

**From:** Paul McKimmy <[mckimmy@hawaii.edu](mailto:mckimmy@hawaii.edu)>  
**Sent:** Thursday, May 6, 2021 10:16 AM  
**To:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>  
**Cc:** UHM Faculty Senate <[uhmfs@hawaii.edu](mailto:uhmfs@hawaii.edu)>; Sheila H Izuka <[sheilak3@hawaii.edu](mailto:sheilak3@hawaii.edu)>; Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)>; Coco Seymour <[cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)>; Justin Clapp <[jtclapp@hawaii.edu](mailto:jtclapp@hawaii.edu)>; Christine Sorensen <[sorens@hawaii.edu](mailto:sorens@hawaii.edu)>  
**Subject:** Re: JABSOM Proposed Reorganization Consultation Review Request Reminder

Aloha Dr. Foster,

It is my understanding that Dean Hedges and Provost Bruno have agreed to retract the reorganization proposal until Fall.

I am attaching feedback in the form of a draft resolution from the MFS Committee on Administration and Budget (CAB). CAB is hopeful that Dean Hedges will consider and respond to this feedback, and recruit the written support of the JABSOM faculty senate prior to submitting a revised reorganization plan in the Fall. I appreciate the desire for closure, but should also note that deadlines defined by a requesting unit can not be honored.

If you have questions, the MFS Executive Committee continues to meet during the summer.

Best,  
Paul McKimmy

On Mon, May 3, 2021 at 1:45 PM Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)> wrote:

Aloha SEC Chair McKimmy,

This email is just a friendly review request reminder sent on behalf of Dr. Hedges. We would very much appreciate receiving any consultation questions, comments, or acknowledgment that the SEC may have regarding JABSOM's reorganization proposal no later than Friday, May 7<sup>th</sup>. If you have any questions, please let me know. We also want to thank Justin for reaching out to Dean Hedges earlier with questions and a request on behalf of the MFS CAB. Mahalo, for your time and consideration.

*Kind regards,*

*Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA\**

*CFO/ Assoc. Dean of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*

*651 Ilalo Street, Medical Education Building Dean's Office*

Honolulu, Hawaii 96813

Direct: 808-692-1201

Cell: 808-341-8886

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---

**From:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>

**Sent:** Friday, March 19, 2021 12:41 PM

**To:** '[mckimmy@hawaii.edu](mailto:mckimmy@hawaii.edu)' <[mckimmy@hawaii.edu](mailto:mckimmy@hawaii.edu)>

**Cc:** '[uhmfs@hawaii.edu](mailto:uhmfs@hawaii.edu)' <[uhmfs@hawaii.edu](mailto:uhmfs@hawaii.edu)>; 'Sheila H Izuka' <[sheilak3@hawaii.edu](mailto:sheilak3@hawaii.edu)>; Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)>; Coco Seymour ([cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)) <[cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)>

**Subject:** JABSOM Proposed Reorganization Consultation Review Request

Aloha SEC Chair McKimmy,

On behalf of our dean, Dr. Jerris Hedges, please find the attached letter requesting the UHM Faculty SEC review of our John A Burns School of Medicine (JABSOM) reorganization proposal that is listed on the UH Mānoa website [here](#).

If you prefer to receive a hard copy of JABSOM's 69-page reorganization proposal (PDF attached) to assist with the UHM SEC review or have any questions, please let me know. Mahalo and have a wonderful weekend.

*Kind regards,*

*Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA\**

*CFO & Ex. Director of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*

*651 Ilalo Street, Medical Education Building Dean's Office*

*Honolulu, Hawaii 96813*

*Direct: 808-692-1201*

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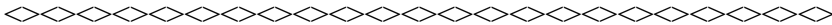
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--

**Paul McKimmy, Ed.D.**

Director - Technology & Distance Programs

College of Education, University of Hawaii-Manoa



## **Resolution Opposing the 2021 reorganization of the John A. Burns School of Medicine (JABSOM)**

**WHEREAS**, the Mānoa Faculty Senate has been asked to evaluate and provide a recommendation on the Reorganization Proposal John A. Burns School of Medicine (JABSOM), University of Hawai‘i at Mānoa; and,

**WHEREAS**, the JABSOM Faculty Senate (JFS) and JABSOM faculty conferred on the “Reorganization Proposal John A. Burns School of Medicine, University of Hawai‘i at Mānoa” (JABSOM Re-organisation) with the Committee on Administration and Budget (CAB) for review, consideration, and recommendations; and,

**WHEREAS**, after discussion with JFS, and JABSOM faculty members, CAB has seven (7) major points of concern regarding the JABSOM Re-organization.

1. Most JABSOM faculty are unaware of this reorganization proposal, and the JFS was informed about the plan in June 2020. Specific and important concerns raised by JFS and JABSOM faculty were ignored and/or not fully addressed by the Executive team and in the Executive summary of the reorganization document.
2. Moving the Grants Development Office (GDO) could be detrimental to the contracting and research enterprise of JABSOM, especially for activities involving the Clinical departments. This move creates a prospective conflict of interest and bias, for the current and any future Associate Dean for Research, as the position allows for self-resourcing, and is especially concerning with regard to limited submission opportunities. It also prioritizes resources to those faculty predominantly engaged in laboratory research versus other activities.
3. The potential oversight from the Associate Dean for Academic Affairs over Clinical Departments lacks clarity on how this oversight and alignment will be achieved.
4. With respect to Academic Dean of Clinical Affairs, both Charts show “Current” and “Proposed” position as “\*to be established.” There is concern that this is an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.
5. The current discussions with affiliated health care systems of Queens Medical Center and Hawaii Pacific Health are not mentioned in the Executive Summary. It does not consider potential for both impact on educational systems and leadership at the level of the health systems.
6. Reference to Equity and Diversity (E&D) is not evident anywhere in the document. This is one of the pillars of the UH mission, and the lack of reference may be construed as E&D being irrelevant to JABSOM.
7. The relationship between the Association of American Medical Colleges (AAMC) and the Liaison Committee on Medical Education (LCME) assumed in the document is incorrect. LCME is an independent accrediting body and does not function under AAMC.
8. The Department of Pediatrics does not currently offer a fellowship in Adolescent Medicine. Factual corrections on pages 32 and 61 need to be reflected.

**THEREFORE, BE IT RESOLVED** that the Mānoa Faculty Senate opposes the Reorganization Proposal of the John A. Burns School of Medicine, University of Hawai‘i at Mānoa, as it is written, as it does not address the concerns identified by the JABSOM faculty, JFS, and CAB, as mentioned above, and in greater detail in the attached Appendices A & B.

**BE IT FINALLY RESOLVED** that the Mānoa Faculty Senate calls for these concerns to be meaningfully discussed with JABSOM faculty and the JFS, so that concerns, conflicts of interest, and mistakes can be addressed, assuaged, solved, corrected, and re-presented to JFS, JABSOM faculty, and then to the CAB for reassessment and support.

See Appendix A for more detailed CAB concerns based on initial and subsequent communications with JFS and other JABSOM faculty members. See Appendix B for more detail of the JFS ad hoc meeting discussing concerns of the reorganization.



## Appendix A

### ***CAB concerns based on initial and subsequent communications with JFS, and other JABSOM faculty members, on the JABSOM Reorg Plan Currently awaiting approval at the UH Manoa Administrative Level.***

In regards to the first point of critique, that although planning was initiated in 2019, JFS and faculty were not a part of all the iterations of document development, and were only formally informed about the plan in June 2020. Additionally specific and important concerns raised by JFS, and faculty members were ignored or not fully addressed within the Executive team and in the Executive summary of the reorganization document. Many faculty are unaware of this proposal, or even that the previous reorganization (2018/19) had occurred.

- The proposed JABSOM re-organisation does not address JFS and JABSOM faculty critiques and limitations of the reorganization proposal; and,
- The JFS and JABSOM faculty were not meaningfully privy to iterations of the document and its development, as such the development of the reorganisation plan does not any constitute meaningful consultation with JABSOM faculty members and JFS; and,
- Using only brief, and shallow language only superficially reflects collegiality and open consultation; and,
- Not involving consultation with JFS and JABSOM faculty members may have stifled innovative, alternative recommendations and issues from being considered and resolved.

In regards to the second point of critique, there is concern about the moving of Grants Development Office (GDO) from Chart V to Chart III.

- The proposed JABSOM re-organisation moves the Grants Development Office (GDO) from Chart V to Chart III, placing it under control from the Associate Dean for Research (ADR), this move could be detrimental to the contracting and research enterprise of JABSOM especially for activities involving the Clinical departments, as some clinical faculty wish to receive non-research grants to for example improve patient care, and rely on GDO personnel to assist with contracts with other organizations and companies. The Department of Psychiatry specifically voted to object to the GDO reorganization, as this would make interaction of clinical faculty with GDO more difficult, subject to ADR approval and give the needs of clinical faculty lower priority, while possibly separating clinical faculty from other required financial operations, and oversight.
- CAB, JFS and JABSOM faculty members have serious concerns through the introduction of this reorganisation to place GDO under control of the ADR, as this move creates a prospective Conflict Of Interest and bias by the current, and any future ADR. ADR control of the GDO, allows the ADR to self-resource, to receive prioritization of grant applications through GDO, as well as prioritisation of limited submission opportunities by the ADR, and/or subordinate junior faculty on ADR managed grants. ADR access, use and allocation of JABSOM, UH system, ADR funds, bridging funding, or other non-grant funds for use directly by the ADR, or those supported by grants managed by the ADR represents a conflict of interest, as it unfairly provisions the ADR, or those supported by grants managed by the ADR, thus unfairly improving the chances of the ADR receiving further grants for themselves or subordinates of the ADR, over other faculty.
- There may also exist Conflict Of Interest, and or bias, by the ADR, in terms of which types of proposal submitted by faculty that are given, or denied support of any kind. The priority of the ADR is to expand research within JABSOM, as such this mandate acutely influences those departments under the ADR (Fundamentals Of Health Sciences Departments) to solely, or predominantly, write research proposals, (e.g. to the National Institutes of Health), in order to glean funds for JABSOM and RTRF. However, a large number of faculty within these departments also teach at both the undergraduate and graduate level, and are involved in service, administrative and other roles that do not directly support or accrue NIH research funding. These faculty may also write other types of non-health related grants (e.g. educational,

NSF, HHMI ect... ). Thus the function of the ADR, and the bias of the ADR, is in conflict with the role these faculty play, their grant applications, their prerogatives and those of their departments. JABSOM faculty also note that priority for advancement has also been linked to the ability of faculty to specifically obtain funds through the NIH RO1 mechanism, apparently over other funding mechanisms, at times ignoring, or disregarding the faculty members' teaching, service, intellectual property development, publication record, and publication impact (H-index).

- Therefore the proposed JABSOM Re-organisation does not address JFS and JABSOM faculty critiques and limitations of the reorganization proposal in regards to moving of Grants Development Office (GDO) from Chart V to Chart III, and placing GDO under the ADR.
- Using only brief, and shallow language to justify moving of Grants Development Office (GDO) from Chart V to Chart III, and placing GDO under the ADR superficially reflects collegiality and open consultation with JFS and faculty in this regard.
- Not involving meaningful consultation with JFS and JABSOM faculty may have stifled innovative, alternative recommendations from being considered, as well as generating the serious conflicts of interests, as mentioned above.

In regards to the third point of critique. There is concern about the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments.

- JFS and faculty are concerned that the resident programs are in the clinical departments and would not fall under the AD of academic affairs. There is lack of clarity on how this oversight and alignment will be beneficial and achieved.
- JFS and faculty are concerned that the Office of Medical Education appears to have greater control over the curriculum at JABSOM, than does the Office of the Associate Dean of Medical Education, even though the head of Office of Medical Education is not a Dean.
- Therefore the proposed JABSOM re-organisation does not address JFS and faculty critiques and limitations of the reorganization proposal in regards to the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments.
- Using only brief, and shallow language to describe the method and benefits of oversight from the Associate Dean for Academic Affairs over Clinical Departments superficially reflects collegiality and open consultation with JFS and faculty in this regard.

In regards to the fourth point of critique. With respect to the position of Academic Dean of Clinical Affairs, both in Charts show "Current" and "Proposed" states – the position is marked as *\*to be established*. There is concern that this was an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.

- There is concern that this was an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.
- Therefore if this is a mistake in drafting the reorganization plan, then it needs to be corrected, clarified and reassessed by CAB, JFS and faculty.

In regards to the fifth point of critique. There is concern that the current discussions with affiliated health care systems of Queens Medical Center and Hawaii Pacific Health are not even mentioned in the Executive Summary as there is a potential for both impact on educational systems and leadership at the level of the health systems.

- As with critique one, the proposed JABSOM re-organisation does not address JFS and faculty critiques and limitations of the reorganization proposal.
- It is observed that through their absence in the document, the affiliated health care systems of Queens Medical Center and Hawaii Pacific Health have not been considered for their potential to both impact educational systems within JABSOM, and the leadership at the level of the health systems.

In regards to the sixth point of critique. There is serious concern with respect to the lack of reference to Equity and Diversity anywhere in the document. This is one of the pillars of the mission of UH and the sentiment that it was not mentioned in any part of the document would be construed as being irrelevant to JABSOM.

- CAB, JFS and faculty are seriously concerned that Equity and Diversity is only mentioned in passing when describing the 'Imi post-baccalaureate program.
- There is no indication of what office would oversee equity and diversity and how these would be addressed in the structure of the school.
- Not including Equity and Diversity language, core values, affirmative actions, systems and processes to improve Equity and Diversity within JABSOM, goes to further demonstrate JABSOM's insincerity in actioning any meaningful or consequential Equity and Diversity policy within JABSOM, thus further disenfranchising minority groups within JABSOM, JABSOM faculty and the JABSOM community as whole.

In regards to the seventh point of critique. There is concern with regards to the assumed relationship between AAMC and LCME. It has been established the LCME is an independent accrediting body and does not function under AAMC.

- On page 10, under II.A: "The AAMC's Liaison Committee on Medication Education (LCME) accreditation standards require that..." This statement is apparently in error since the LCME is independent of the AAMC.
- Therefore if this is a mistake in drafting the reorganization plan, then it needs to be corrected, clarified and reassessed by CAB, JFS and faculty.

In regards to the seventh point of critique. With respect to the Department of Pediatrics, there was a recommendation for factual correction on Pages 32 and 61 to reflect that the department does not currently offer a fellowship in Adolescent Medicine.

- Therefore if this is a mistake in drafting the reorganization plan, then it needs to be corrected, clarified and reassessed by CAB, JFS and faculty.

## Appendix B

### ***JFS input to MFS (Solicited) on JABSOM Reorg Plan Currently awaiting approval at the UH Manoa Administrative Level***

JFS Convened an ad hoc meeting to discuss the format and content for this request for input from MFS on April 22nd 2021 by Zoom with majority of the membership participating on this call.

- The reorganization plan has been a long process having started in late 2019 with submission of documents to UH Manoa in late 2020. JFS was not a part of all the iterations of document development and formally was informed about the plan in our June 2020 meeting.
- General Responses to Global Reorganization Plan with specific issues related to moving of different units into different charts
- As noted in the Executive Summary, JFS raised concern about the moving GDO from Chart V to Chart III. There was ongoing concern that this issue was not fully addressed within the Executive team and in the Executive summary. One of the Departments within the School of Medicine held a formal vote to oppose this plan. Several members of JFS continue to be concerned about the potential for this move to be detrimental to the contracting and research enterprise of JABSOM especially for activities involving the Clinical departments.
- In the new organizational structure, one of the concerns voiced during some of the departmental meetings which did not make it to the Executive Summary is the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments. The ODIO sits in Chart II (with education) while the Clinical Departments are in Chart V (where all of the Graduate training of residents occurs). There is lack of clarity on how this oversight and alignment will be achieved.
- With respect to the position of Academic Dean of Clinical Affairs, both in Charts showing “Current” and “Proposed” states – the position is marked as \*to be established. There was a sense that this was an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.
- From a clinical departmental perspective, there was concern that the current discussions with affiliated health care systems of Queens Medical Center and Hawaii Pacific Health are not even mentioned in the Executive Summary as there is a potential for both impact on educational systems and leadership at the level of the health systems. It is acknowledged that many of these discussions occurred at the tail end of finalization of the reorganization plan but JFS feels that the impact of these changes could be significant and should be potentially addressed in the Executive Summary at least as a variable.
- One of the Departmental members also voiced concerns with respect to the lack of reference to Equity and Diversity anywhere in the document. This is one of the pillars of the mission of UH and the sentiment that it was not mentioned in any of the document would be construed as being irrelevant to JABSOM.
- There was concern expressed with regards to the assumed relationship between AAMC and LCME. It has been established the LCME is independent accrediting body and does not function under AAMC. Statements on the first page of Executive Summary and 3rd and 4th pages of the Narrative document should be modified to clarify the current version of the document.
- With respect to Department of Pediatrics, there was a recommendation for factual correction on Pages 32 and 61 to reflect that the department does not currently offer a fellowship in Adolescent Medicine.
- The JFS acknowledges the effort that has been put into getting this document put together by the Administrative and Executive teams. The above issues discussed and put together by the membership reflects an effort to make the whole process and document to be more inclusive to achieve a robust and durable reorganization structure with supporting documentation.

Notes taken and compiled by Venkataraman Balaraman, Secretary, JABSOM Faculty Senate

Submitted to Manoa Faculty Senate on behalf of JFS by Richard Allsopp, JABSOM Faculty Senate



UNIVERSITY  
of HAWAII®  
MĀNOA

January 18, 2022

Brent Sipes, Chair  
Mānoa Faculty Senate  
2500 Campus Road, Hawaii Hall 208  
Honolulu, Hawai'i 96822

Dear Brent:

The University of Hawai'i is proposing a reorganization of John A Burns School of Medicine (JABSOM) at the University of Hawai'i at Mānoa (UHM) and is requesting the Mānoa Faculty Senate's (MFS) formal consultation process.

In March 2021, we requested the consultation of our originally proposed reorganization submitted to the UHM leadership in December 2020. In April and May of 2021, no additional actions requesting changes to our proposed reorganization or negative responses were received from the ASUH, GSO, UHPA, HGEA, UPW, Mānoa Staff Senate, or the Kūali'i Council. We did receive a request from the MFS's CAB requesting that our JABSOM Faculty Senate (JFS) submit a formal resolution noting their support of our proposed reorganization submission. In early May 2021, after meeting with our JFS, I requested the JFS respond to the MFS's CAB request. However, due to academic yearend timing, Provost Bruno requested that we extend the MFS's final consultative feedback response until the Fall 2021.

Because of our May 2021 meeting with our JFS, no changes to our proposed reorganization charts were required; however, the JFS suggested a few clarification edits to our narrative documents. Edits were made to our executive summary, narrative, and functional statements, and include the following:

1. No changes were made to our organization charts.
2. Executive Summary: Clarification corrections in section I.1 and section II's chart; renaming of two JABSOM leadership positions for clarity in sections II.4 and II.5; and the addition of our May 2021 consultation with our JFS in section IV.2.d.
3. Narrative: Clarification corrections in sections II.A and II.B.1; addition of our May 2021 consultation with our JFS in section II.E.2, and title corrections in sections II.E.2, 3, and 7.
4. Functional Statements: Added functional clarification edits on pages 1, 2, 5, 8, 10, 11, 13, 15 and 16.

On December 2, 2021, JFS Chair, Venkataraman Balaraman, emailed the MFS CAB Chair, Erik Guentner, noting JABSOM's faculty senate had robust consultations with JABSOM's executive leadership, and the JFS membership approved our originally

proposed reorganization chart and revised executive summary, narrative, and functional statements (see JFS Chair Balaraman's email attached). These documents are email attached for the MFS's consultation review. As part of the University's sustainability efforts, our reorganization proposal, including the original proposed organization chart submission and our revised narrative documents are publicly posted on the UHM website at: <https://manoa.hawaii.edu/uhmbf/orgcharts/>.

Your comments on the proposal reorganization would be appreciated. You may email your comments to JABSOM's associate dean, Nancy Foster, at [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu). If you have any questions, please do not hesitate to contact Dr. Foster via email or call 808-692-1201.

Mahalo for your support and assistance with this reorganization proposal.

Sincerely,



Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
Barry & Virginia Weinman – Endowed Chair

Cc: John Kinder, MFS Administrative Officer  
Venkataraman Balaraman, MBBS, JABSOM Faculty Senate Chair  
Nancy Foster, EdD, MA, CGMA, JABSOM Associate Dean for Administration,  
Finance and Operations  
Sheila Izuka, UHMBF Executive Assistant

Email attachments:

Venkataraman Balaraman, MBBS, JABSOM Faculty Senate Chair's resolution  
email to MFS CAB Chair, Erik Guentner  
JABSOM's Proposed Reorganization  
JABSOM's Revised Executive Summary, Narrative, and Functional Statements  
JABSOM's Comparative (original to revised submission) Executive Summary,  
Narrative, and Functional Statements

# **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 intends to represent a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require any additional funds, and does not require the creation of new faculty, staff or executive positions.

Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is overly complicated and incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units perform within JABSOM in a more concise manner.

Additionally, 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. This reorganization proposal captures the matrixed organizational structure of JABSOM, including the school's professional education programs that require the school to follow unique accreditation requirements, which include:

- 1) The 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) Medical Technology and Communication Sciences and Disorders allied health professional degrees accreditation specifications.

## II. **Major Elements to the Proposal:**

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

Our reorganization proposal includes a transfer of four single departmental units from one chart to another, and includes an addition of a new department (that does not require the addition of a new FTE). Please note that although departmental units are being transferred from one chart to another, the transfers proposed are meant to align supervision of these employees within the correct unit that JABSOM has been operating. Thus, employees are not to be negatively impacted by our chart reorganization proposal that more accurately depicts a department's functional association with the respective JABSOM executive supervising that unit. The chart below summaries department transfers in (+) or transfers out (-) between JABSOM charts and includes the addition of the **new** department.

	<b>Chart II - Academic Affairs Departments</b>	<b>Chart III - Fundamentals of Health Sciences Departments</b>	<b>Chart IV - Clinical Affairs Departments</b>	<b>Chart V - Administration, Finance &amp; Operations</b>
1	+Area Health Education Center		-Area Health Education Center	
2	+Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	
3		+Office of Grants Development		-Office of Grants Development
4			+Office of Risk and Clinical Affairs	-Office of Risk and Clinical Affairs
5				+Office of Property & Asset Management (New)

Narrative explanations of the proposed department unit reorganizations are as follows:

1. Area Health Education Center (AHEC) transfer from Chart IV to Chart II.
  - a. This unit's primary functions focus on educating and recruiting students to health professions from K-16 schools; educating health professions students in the rural and underserved communities of Hawai'i, often in multi-professional teams; recruiting healthcare professionals to rural and underserved areas and providing continuing education; and conducting health profession workforce assessments to determine shortages. Thus, this transfer to the Academic Affairs Departments (Chart II) aligns AHEC's functions with JABSOM's continuum of medical education.
2. Department of Quantitative Health Sciences (QHS). Transfer from Charts III and IV to Chart II.
  - a. This unit represents the combination of the former Department of Complementary & Integrative Medicine (formerly listed on chart IV) and QHS that resided on chart III. The official name change of this departmental unit was approved by the UH Mānoa Provost and UH President. All faculty voted for the name change and the department relocation supervision to fall under the Associate Dean of Academic Affairs, who has full executive oversight of the Academic Affairs Departments (Chart II).
  - b. Additionally, the secretary, #23961, that was assigned to the Department of Complementary and Integrative Medicine has been transferred to the Academic Affairs Departments (Chart II), transferring from Chart IV.
3. Office of Grants Development transfer from Chart V to Chart III.
  - a. This unit serves JABSOM's research mission and reports to the Associate Dean of Research who also oversees the Fundamentals of Health Sciences Departments (Chart III). All employees in this unit are Research Corporation of the University of Hawaii (RCUH) employees; thus, transferring to Chart III reflects a more accurate organization alignment.
4. Office of Risk and Clinical Affairs transfer from Chart V to Chart IV.
  - a. This unit's function is to advise JABSOM's clinical departments in managing medical malpractice risk and utilization, clinical research compliance, and JABSOM's external medical and international affiliation agreements to ensure legal compliance

with JABSOM's professional school accreditation requirements. The unit's executive supervisor is the Interim Associate Dean of Clinical Programs who oversees all Clinical Science Departments listed under Chart IV.

5. The Office of Administration, Finance, and Operations (OAFO) reflected in chart V, is adding a department to Chart V.
  - a. JABSOM has over 300,000 square feet at Kaka'ako campus and the nearly 200,000 of leased square feet of space. JABSOM's Kaka'ako location includes the medical education building (MEB), basic science building (BSB), Kaka'ako clinic, and our central plant. JABSOM leases space in the Gold Bond Building, Queens Medical Center, Kuakini Medical Center, and Kapiolani Women's and Children's Medical Center. Our external leases house our community-based and clinical researchers and various clinical sciences departments. The Office of Property and Asset Management function was formerly housed under the office of the Associate Dean of Administration, Finance, and Operations (ADAFO) and Facilities, but requires formal recognition due to its responsibility for coordinating all space requests via the JABSOM Space Committee, facilitating asset management tracking, and coordinating external lease renovations and department relocations.
  - b. The project manager employee, #77967, that facilitates this new office transferred from the ADAFO's box.

### 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. None.
- 2) Are additional funds needed?
  - a. None.
- 3) If so, how will the cost of the reorganization be funded?
  - a. Not applicable.
- 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. None.
- 2) Will additional faculty/support personnel be required?
  - a. No.
- 3) If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization?
  - a. Not applicable.
- 4) Will there be a reduction in faculty/staff?
  - a. No planned reduction.
- 5) If so, what steps have been taken to ensure proper consultation?
  - a. Not applicable.
- 6) Identify faculty/staff positions impacted by the anticipated changes.

The positions impacted by this reorganization are listed in UHM Attachment 3.

**C. Space**

- 1) Will additional space outside own resources/allocations be required?
  - a. No.
- 2) If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted?
  - a. Not applicable.

**IV. Consultation:**

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

Consultation occurred with JABSOM faculty and staff on a number of occasions. The following JABSOM groups were consulted and input incorporated into the revised organizational plan as presented:

1. JABSOM Administrative Staff – No issues raised.
  - a. JABSOM's Administrative Officer Group Meeting (January 2020)
  - b. JABSOM All Staff Meeting (March 2020)
2. JABSOM Faculty – One question raised.
  - a. JABSOM General Faculty Meeting (April 2020)
  - b. JABSOM Faculty Senate (June 2020)
  - c. The single question raised at the general faculty meeting and the faculty senate meetings asked why the Office of Grants Development was being relocated from Chart V to Chart III. The Dean responded at both meetings that this proposed relocation of this office more accurately reflects the functions and supervision of this unit. The Office of Grants Development is staffed with Research Corporation of the University of Hawaii (RCUH) employees. The director of this unit reports to the Associate Dean of Research. No further questions or issues were raised.
  - d. JABSOM Faculty Senate (JFS) in May 2021 revisited JABSOM's overall December 2020 reorganization submission in response to a Manoa Faculty Senate (MFS) CAB March/April 2021 review request. The Dean and ADAFO met with the JFS committee in May 2021 to discuss and resolve the JFS's items and comments sent to the MFS CAB.
3. JABSOM's Reoccurring Leadership Meetings – no issues raised.
  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)
  - b. JABSOM Clinical Chairs Meeting (February 2020)
  - c. JABSOM Basic Science Chairs Meeting (February 2020)

**V. Implementation:**

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This purposed reorganization of

JABSOM's units and subunits require no additional funds, and have not affected services or relations with other University segments. No future implementation date is required.

## **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 intends to represent a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require any additional funds, and does not require the creation of new faculty, staff or executive positions.

Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is overly complicated and incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units perform within JABSOM in a more concise manner.

Additionally, 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. This reorganization proposal captures the matrixed organizational structure of JABSOM, including the school's professional education programs that require the school to follow unique accreditation requirements, which include:

~~1) The Association of American Medical Colleges (AAMC) and its Liaison~~

1) ~~Committee on Medical Education's (LCME) updated accreditation:~~

~~b.a.~~ Standard 1 - Mission, Planning, Organization, and Integrity

~~c.b.~~ Standard 2 - Leadership and Administration

~~d.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) Medical Technology and Communication Sciences and Disorders allied health professional degrees accreditation specifications.

## II. **Major Elements to the Proposal:**

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

Our reorganization proposal includes a transfer of four single departmental units from one chart to another, and includes an addition of a new department (that does not require the addition of a new FTE). Please note that although departmental units are being transferred from one chart to another, the transfers proposed are meant to align supervision of these employees within the correct unit that JABSOM has been operating. Thus, employees are not to be negatively impacted by our chart reorganization proposal that more accurately depicts a department's functional association with the respective JABSOM executive supervising that unit. The chart below summaries department transfers in (+) or transfers out (-) between JABSOM charts and includes the addition of the **new** department.

	<b>Chart II - Academic Affairs Departments</b>	<b>Chart III - Fundamentals of Health Sciences Departments</b>	<b>Chart IV - Clinical Affairs Departments</b>	<b>Chart V - Administration, Finance &amp; Operations</b>
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2	+Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	- Dept. of Quantitative Health Sciences	
3		+Office of Grants Development		-Office of Grants Development
4			+Office of Risk and Clinical Affairs	-Office of Risk and Clinical Affairs
5				+Office of Property & Asset Management (New)

Narrative explanations of the proposed department unit reorganizations are as follows:

1. Area Health Education Center (AHEC) transfer from Chart IV to Chart II.
  - a. This unit's primary functions focus on educating and recruiting students to health professions from K-16 schools; educating health professions students in the rural and underserved communities of Hawai'i, often in multi-professional teams; recruiting healthcare professionals to rural and underserved areas and providing continuing education; and conducting health profession workforce assessments to determine shortages. Thus, this transfer to the Academic Affairs Departments (Chart II) aligns AHEC's functions with JABSOM's continuum of medical education.
2. Department of Quantitative Health Sciences (QHS). Transfer from Charts III and IV to Chart II.
  - a. This unit represents the combination of the former Department of Complementary & Integrative Medicine (formerly listed on chart IV) and QHS that resided on chart III. The official name change of this departmental unit was approved by the UH Mānoa Provost and UH President. All faculty voted for the name change and the department relocation supervision to fall under the Associate Dean of Academic Affairs, who has full executive oversight of the Academic Affairs Departments (Chart II).
  - b. Additionally, the secretary, #23961, that was assigned to the Department of Complementary and Integrative Medicine has been transferred to the Academic Affairs Departments (Chart II), transferring from Chart IV.
3. Office of Grants Development transfer from Chart V to Chart III.
  - a. This unit serves JABSOM's research mission and reports to the Associate Dean of Research who also oversees the Fundamentals of Health Sciences Departments (Chart III). All employees in this unit are Research Corporation of the University of Hawaii (RCUH) employees; thus, transferring to Chart III reflects a more accurate organization alignment.
4. Office of Risk and Clinical Affairs transfer from Chart V to Chart IV.
  - a. This unit's function is to advise JABSOM's clinical departments in managing medical malpractice risk and utilization, clinical research compliance, and JABSOM's external medical and international affiliation agreements to ensure legal compliance

with JABSOM's professional school accreditation requirements. The unit's executive supervisor is the Interim Associate Dean of Clinical ~~Affairs~~Programs who oversees all Clinical Science Departments listed under Chart IV.

5. The Office of Administration, Finance, and Operations (OAFO) reflected in chart V, is adding a department to Chart V.
  - a. JABSOM has over 300,000 square feet at Kaka'ako campus and the nearly 200,000 of leased square feet of space. JABSOM's Kaka'ako location includes the medical education building (MEB), basic science building (BSB), Kaka'ako clinic, and our central plant. JABSOM leases space in the Gold Bond Building, Queens Medical Center, Kuakini Medical Center, and Kapiolani Women's and Children's Medical Center. Our external leases house our community-based and clinical researchers and various clinical sciences departments. The Office of Property and Asset Management function was formerly housed under the office of the ~~CFO~~Associate Dean of Administration, Finance, and Operations (ADAFO) and Facilities, but requires formal recognition due to its responsibility for coordinating all space requests via the JABSOM Space Committee, facilitating asset management tracking, and coordinating external lease renovations and department relocations.
  - b. The project manager employee, #77967, that facilitates this new office transferred from the ~~Administration, Finance, and Operations~~CFO's ADAFO's box.

### 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. None.
- 2) Are additional funds needed?
  - a. None.
- 3) If so, how will the cost of the reorganization be funded?
  - a. Not applicable.

- 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. None.
- 2) Will additional faculty/support personnel be required?
  - a. No.
- 3) If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization?
  - a. Not applicable.
- 4) Will there be a reduction in faculty/staff?
  - a. No planned reduction.
- 5) If so, what steps have been taken to ensure proper consultation?
  - a. Not applicable.
- 6) Identify faculty/staff positions impacted by the anticipated changes.

The positions impacted by this reorganization are listed in UHM Attachment 3.

**C. Space**

- 1) Will additional space outside own resources/allocations be required?
  - a. No.
- 2) If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted?
  - a. Not applicable.

**IV. Consultation:**

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

Consultation occurred with JABSOM faculty and staff on a number of occasions. The following JABSOM groups were consulted and input incorporated into the revised organizational plan as presented:

1. JABSOM Administrative Staff – No issues raised.
  - a. JABSOM’s Administrative Officer Group Meeting (January 2020)
  - b. JABSOM All Staff Meeting (March 2020)
2. JABSOM Faculty – One question raised.
  - a. JABSOM General Faculty Meeting (April 2020)
  - b. JABSOM Faculty Senate (June 2020)
  - c. The single question raised at the general faculty meeting and the faculty senate meetings asked why the Office of Grants Development was being relocated from Chart V to Chart III. The Dean responded at both meetings that this proposed relocation of this office more accurately reflects the functions and supervision of this unit. The Office of Grants Development is staffed with Research Corporation of the University of Hawaii (RCUH) employees. The director of this unit reports to the Associate Dean of Research. No further questions or issues were raised.
  - d. JABSOM Faculty Senate (JFS) in May 2021 revisited JABSOM’s overall December 2020 reorganization submission in response to a Manoa Faculty Senate (MFS) CAB March/April 2021 review request. The Dean and ADAFO met with the JFS committee in May 2021 to discuss and resolve the JFS’s items and comments sent to the MFS CAB.
3. JABSOM’s Reoccurring Leadership Meetings – no issues raised.
  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)
  - b. JABSOM Clinical Chairs Meeting (February 2020)
  - c. JABSOM Basic Science Chairs Meeting (February 2020)

## V. **Implementation:**

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This purposed reorganization of JABSOM's units and subunits require no additional funds, and have not affected services or relations with other University segments. No future implementation date is required.

## **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 207 full-time equivalent (FTE) 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 several 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 as defined by the Association of American Medical Colleges [AAMC]). In the 2020 U.S. News and World Report, JABSOM’s ranked number 62 in research and ranked 56 in Primary Care among its fellow U.S. based medical schools. JABSOM ranks #2 in UH for the number of extramural grants and contracts award dollars annually.

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



This proposed reorganization's objective/goal is to reach a more simplified and carefully considered reporting structure of our organization, while not requiring the creation of new faculty, staff or executive positions. Thus, no additional funds were required as a result reorganizing JABSOM's units and subunits. Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is incongruently aligned. Thus, this proposed reorganization clearly identifies and distinguishes the critical and distinct functions of each of our units perform within JABSOM. Additionally, the proposed reorganization leaves the reader with a more concise workflow depiction, reflecting the correct supervision of units under the JABSOM Dean and our respective associate deans.

## **II. RATIONALE FOR THE REORGANIZATION:**

### **A. Provide background and relevant historical information.**

The Liaison Committee on Medication Education (LCME) accreditation standards require that the medical school's leadership update and document any organizational unit or department leadership or functional changes. This reorganization proposal was developed to codify key existing educational and operational units that per UH Mānoa policy requires a reorganization versus the annual UH Mānoa organizational chart update. Thus, this proposed reorganization more accurately illustrates JABSOM's evolved organizational structure.

### **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 reorg is consistent with the University's strategic, program, and financial plans.**

In addition to the conditions and/or factors noted in section II.A, three management / leadership changes also prompted this purposed reorganization. They are:

- 1) A leadership consolidation change occurred when the former Complementary and Integrative Medicine (CIM) department and the Quantitative Health Science unit merged into a single department after the passing of the CIM department chair.
- 2) The final change resulted after the recruitment of a new Associate Dean of Academic Affairs (ADAA) who was able to consolidate the overall office of the Academic Affairs Departments (see Chart II). The ADAA executive leadership position has turned over three times since the JABSOM's 2016

approved reorganization and JABSOM's LCME accreditation site visit in 2017.

Thus, this proposal clearly identifies and distinguishes the critical and distinct functions our units are performing within JABSOM in a more concise manner. Moreover, 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. This reorganization proposal captures the matrixed organizational structure of JABSOM, including the school's professional education programs that require the school to follow unique accreditation requirements, which include:

- 1) The 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) Medical Technology and Communication Sciences and Disorders allied health professional degrees accreditation specifications.

C. Explain other alternatives explored.

After many months of discussion with JABSOM's executive and department chair leadership, the proposed reorganization presented is the best alternative as the current approved organizational structure is not a viable option.

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This purposed reorganization of JABSOM's units and subunits required no additional funds, and have not affected services or relations with other University segments.

- E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

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

1. JABSOM Administrative Staff – No issues raised.
  - a. JABSOM's Administrative Officer Group Meeting (January 2020)
  - b. JABSOM All Staff Meeting (March 2020)
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  - c. The single question raised at the general faculty meeting and the faculty senate meetings asked why the Office of Grants Development was being relocated from Chart V to Chart III. The Dean responded at both meetings that this proposed relocation of this office more accurately reflects the functions and supervision of this unit. The Office of Grants Development is staffed with Research Corporation of the University of Hawaii (RCUH) employees. The director of this unit reports to the Associate Dean of Research. No further questions or issues were raised.
  - d. JABSOM Faculty Senate (JFS) in May 2021 revisited JABSOM's overall December 2020 reorganization submission in response to a Manoa Faculty Senate (MFS) CAB March/April 2021 review request. The Dean and ADAFO met with the JFS committee in May 2021 to discuss and resolve the JFS's list of items and comments sent to the MFS CAB. Via the JFS list, the JFS identified minor verbiage corrections needed in the Executive Summary, Narrative, and Functional Statements. Additionally, they wanted to revisit the Dean's rationale for placing the Office of Grants Development on Chart III versus Chart V, and inquired on the future recruitment status of an Associate Dean of Clinical Programs position. Finally, the JFS asked the Dean to consider adding verbiage regarding work being done under the ADAA's leadership pertaining to diversity and equity (which began after JABSOM's December 2020 reorganization submission to the Mānoa Provost and Mānoa Chief Business Officer).
3. JABSOM's Reoccurring Leadership Meetings – no issues raised.
  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)

- b. JABSOM Clinical Chairs Meeting (February 2020)
  - c. JABSOM Basic Science Chairs Meeting (February 2020)
  - d. Each Associate Dean conducted additional communiques:
- 4. For the Academic Affairs Departments (Chart II), the current Associate Dean of Academic Affairs met with each of their units separately beginning in the fall of 2019, asked for feedback on the current organizational chart, and based on the feedback the proposed consolidation to one chart from four charts was agreed upon by all units and subunits.
- 5. For the Fundamentals of Health Sciences Departments (Chart III), the current Associate Dean of Research met with each of their units in the fall of 2019, requesting that they review their organizational chart, and update their functional statements to ensure the functional chart narratives for each department accurately reflected their departments' missions and operations. All units responded positively to the current proposed chart.
- 6. A faculty vote of the members of former Complementary and Integrative Medicine (CIM) department (Chart IV) and the Quantitative Health Science unit (Chart III) approving the renaming of the newly merged department. The reasons for the transfer is due to (1) biostatistician services are provided to all JABSOM departments and not just to Fundamentals of Health Sciences Departments, (2) WASC accreditation recommendation that the former department of CIM revise their clinical research graduate degree program, and (3) the addition of the newly merged department's revised and new graduate master degree offerings. After the UH President's office approved the renaming of the department, the department's name was changed to Quantitative Health Sciences. Additionally, when the department faculty vote was taken, the unit agreed that the renamed department would report under the Associate Dean of Academic Affairs.
- 7. For the Chart V - Administration, Finance and Operations department directors, JABSOM's ADAFO conducted weekly discussions that began in the fall of 2019 and ran through January 2020. During these discussions, all functional charts were updated, a new unit (i.e., Office of Property and Asset Management) was created. Departments that did not report to the ADAFO were transferred at their director's request to other charts. The Office of Risk and Clinical Affairs reports to the Associate Dean of Clinical Programs (Chart IV), and the Office of Grants Development reports to the Associate Dean of Research (Chart III).

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

The proposed reorganization represents a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require the creation of new faculty, staff or executive positions. No additional funds are required as a result reorganizing JABSOM's units and subunits. Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units performing within JABSOM, allowing for the reporting structure listed on each chart to reflect the correct supervision.

### **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:**

- i. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Cost savings are not expected from this reorganization as our UH position count remains neutral.

- ii. Are additional funds needed? If so, how will the cost of the reorg be funded?

As stated above, new units reflected on this proposed reorganization have existed, but are being codified and reflected in this proposal, whereby additional funds were not needed or required.

#### **B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

Not applicable. Faculty and staff responsibilities are not affected.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

Not applicable. None needed.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

Not applicable. No reductions planned other than those positions that were swept by the Hawaii State Legislature in their 2020 legislative session.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Please refer to UHM Attachment 3 that details the transfer of positions from one chart to another listing the position number, classification title and from/to the various JABSOM charts. All UH permanent and budgeted temporary count positions that transferred from one chart to another were completed with their respective departmental unit and/or with employee consult and consent.

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

As stated earlier, supervisory responsibilities have not changed; however, a few departments were moved from one chart to another to match their functions with their reporting structure.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

None required. Not applicable.

## 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.

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### **A. Provide background and relevant historical information.**

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### **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 reorg is consistent with the University's strategic, program, and financial plans.**

In addition to the conditions and/or factors noted in section II.A, three management / leadership changes also prompted this purposed reorganization. They are:

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- ~~1) The Association of American Medical Colleges (AAMC) and its~~ Liaison  
 1) ~~Committee on Medical Education's (LCME) updated accreditation:~~  
     ~~b.a.~~ Standard 1 - Mission, Planning, Organization, and Integrity  
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C. Explain other alternatives explored.

After many months of discussion with JABSOM's executive and department chair leadership, the proposed reorganization presented is the best alternative as the current approved organizational structure is not a viable option.

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

Current relationships and workflows have been operational for the last year using the reorganized leadership/management structure as a necessity to promote efficiencies and due to key position turnovers. This proposed reorganization formalizes our current operating structure. This purposed reorganization of JABSOM's units and subunits required no additional funds, and have not affected services or relations with other University segments.

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  - a. JABSOM Executive Committee (December 2019, March 2020 & May 2020)

- b. JABSOM Clinical Chairs Meeting (February 2020)
- c. JABSOM Basic Science Chairs Meeting (February 2020)

~~e.d.~~ Each Associate Dean ~~and the CFO~~ conducted additional communiques:

4. For the Academic Affairs Departments (Chart II), the current Associate Dean of Academic Affairs met with each of their units separately beginning in the fall of 2019, asked for feedback on the current organizational chart, and based on the feedback the proposed consolidation to one chart from four charts was agreed upon by all units and subunits.
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6. A faculty vote of the members of former Complementary and Integrative Medicine (CIM) department (Chart IV) and the Quantitative Health Science unit (Chart III) approving the renaming of the newly merged department. The reasons for the transfer is due to (1) biostatistician services are provided to all JABSOM departments and not just to Fundamentals of Health Sciences Departments, (2) WASC accreditation recommendation that the former department of CIM revise their clinical research graduate degree program, and (3) the addition of the newly merged department's revised and new graduate master degree offerings. After the UH President's office approved the renaming of the department, the department's name was changed to Quantitative Health Sciences. Additionally, when the department faculty vote was taken, the unit agreed that the renamed department would report under the Associate Dean of Academic Affairs.
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Associate Dean of Clinical ~~Affairs~~Programs (Chart IV), and the Office of Grants Development reports to the Associate Dean of Research (Chart III).

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

The proposed reorganization represents a more simplified and carefully considered reporting structure of our organization. JABSOM's reorganization proposal does not require the creation of new faculty, staff or executive positions. No additional funds are required as a result reorganizing JABSOM's units and subunits. Without a reorganization, JABSOM's current organizational charts would continue to reflect a structure that is incongruently aligned. Thus, this proposal clearly identifies and distinguishes the critical and distinct functions each of our units performing within JABSOM, allowing for the reporting structure listed on each chart to reflect the correct supervision.

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- i. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Cost savings are not expected from this reorganization as our UH position count remains neutral.

- ii. Are additional funds needed? If so, how will the cost of the reorg be funded?

As stated above, new units reflected on this proposed reorganization have existed, but are being codified and reflected in this proposal, whereby additional funds were not needed or required.

**B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

Not applicable. Faculty and staff responsibilities are not affected.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

Not applicable. None needed.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

Not applicable. No reductions planned other than those positions that were swept by the Hawaii State Legislature in their 2020 legislative session.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Please refer to UHM Attachment 3 that details the transfer of positions from one chart to another listing the position number, classification title and from/to the various JABSOM charts. All UH permanent and budgeted temporary count positions that transferred from one chart to another were completed with their respective departmental unit and/or with employee consult and consent.

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

As stated earlier, supervisory responsibilities have not changed; however, a few departments were moved from one chart to another to match their functions with their reporting structure.

**C. Impact on space resources:**

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

None required. Not applicable.

## **FUNCTIONAL STATEMENTS**

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 OFFICE OF THE PROVOST  
**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. The office 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. The office 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. JABSOM is a matrix organization with leadership working across all its departments and health system partners to achieve our mission, vision, and values.

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.



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**ACADEMIC AFFAIRS DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart II)

**OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS DEPARTMENTS–**  
**Org Code: MAADMD**

Under the leadership of JABSOM's Associate Dean for Academic Affairs (ADAA), the Academic Affairs Offices, Programs, Departments, and supporting entities are responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. These offices, programs, departments, and support entities focus on the continuum of education, including numerous pathway programs, the post-baccalaureate ('Imi Ho'ōla) program, medical school, residency/fellowship, faculty development, and post-graduation continuing educational formats, as well as the educational support services provided to medical students, residents and faculty. The office is also responsible for working with and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integrating their teaching effort through the JABSOM departments, and coordinating JABSOM's wellness, professionalism, diversity, and equity endeavors.

The ADAA works with the Associate Dean for Research (ADR) who oversees the graduate and research programs and the Associate Dean for Clinical Programs (ADCP) who oversees the clinical science departments to ensure JABSOM's basic and clinical science units are provided with the best possible academic affairs support. The ADAA also works with JABSOM's Chief Financial Officer, who serves as the Associate Dean for Administration, Finance and Operations (ADAFO) to ensure the responsible budgeting, contracting, allocation and expenditure of financial resources, and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and to ensure optimal support of students in the medical education academic programs.

**ANATOMY LAB – Org Code: MAANMD**

The Anatomy Lab at JABSOM provides an opportunity for medical students, as well as residents, fellows, faculty and practicing clinicians to engage in medical learning through preserved cadavers, further deepening the learners' understanding of the human body's complex functions.

**DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD**

The Department of Communication Sciences and Disorders (CSD) provides training for graduate (M.S. candidates) students enabling them to meet national certification standards and to work as fully qualified professionals in communication sciences and disorders. The CSD Department provides 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 helps meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

**DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT**

The goal of the Department of Medical Technology is to educate and train students to become degreed and credentialed in the field of Medical Laboratory Science (MLS) who provide laboratory support for healthcare in the State of Hawai‘i and the Pacific Basin. The department’s specific objectives are: to graduate students with a B.S. degree in Medical Technology and provide them with post-baccalaureate clinical training so they become eligible for national certification; to develop and implement mechanisms to maintain adequate enrollment to meet the State’s need for qualified MLS; continue to collaborate with Kapi‘olani Community College Medical Laboratory Technician program; and continue to collaborate with the UH Mānoa Department of Microbiology to educate and train students to become credentialed as certified clinical microbiologists.

**‘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 demonstrate potential to succeed in medical school. The curricula emphasizes the integration of concepts and principles in the sciences and humanities, and develops communication, learning, and leadership skills. Participants come from environments that have 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. Census Bureau. 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 an educational program that enhances disadvantaged students’ academic and professional readiness for medical school. The ‘Imi Ho‘ōla program works closely with other medical education offices under the Associate Dean for Academic Affairs to ensure consistency and continuity from the pre-admissions, advising, admissions and learning support processes. ‘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 yearlong program, 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.

### **HEALTH SCIENCES LIBRARY – Org Code: MAKLMD**

The Health Sciences Library serves as the sole UHM (on campus) medical and health sciences 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. These resources are made available to JABSOM students, residents, fellows and faculty and others in the community who support JABSOM's educational programs.

### **OFFICE OF ADMISSIONS – Org Code: MAAMMD**

The Office of Admissions is independent of the office of Student Affairs (OSA) and directs the medical student admissions function for the school. The office provides support to the OSA in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements. The Office of Admissions ensures the required separation of processes and procedures associated with admission into medical school and maintenance of a successful educational experience at JABSOM. The Office of Admissions also works with numerous programs and offices within JABSOM, across the UH System, nationally and internationally to enhance pathways and recruitment activities that support attainment of the JABSOM Mission and Vision.

### **OFFICE OF ACCREDITED CONTINUING EDUCATION – Org Code: MACEMD**

The Office of Accredited Continuing Education (ACE) is led by the Director for Accredited Continuing Education. ACE oversees JABSOM-sponsored ACE functions and activities, in compliance with national continuing education standards and state physician licensing and health provider requirements. The office collaborates with outside entities such as the Hawai'i Medical Association and other Hawai'i health professions schools to advance life-long learning for health providers in Hawai'i.

### **OFFICE OF FACULTY AFFAIRS – Org Code: MAFCMD**

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services and programs to JABSOM faculty. This office assists faculty to ascertain and obtain resources and information for all issues related to faculty development, including promotion and tenure application compilation and review.

### **OFFICE OF GLOBAL HEALTH AND INTERNATIONAL MEDICINE – Org Code: MAGIMD**

The Office of Global Health and International Medicine works to ensure that all international medical education activities of JABSOM faculty, staff and students are aligned with the school's mission and in compliance with accreditation requirements and

within legal parameters. Our goal is to promote our students' appreciation of the ways that global issues impact the health of patients and communities in Hawai'i and encourage them to gain experience in international health care settings. This office also works with the other JABSOM entities to ensure coordinated educational opportunities for 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.

### **OFFICE OF GRADUATE MEDICAL EDUCATION – Org Code: MAGRMD**

The Office of Graduate Medical Education (GME), led by the GME Director/Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of all GME programs under JABSOM, in accordance with the Accreditation Council for Graduate Medical Education and other nationally recognized accrediting bodies. The office of GME works with the JABSOM clinical departments, major health systems and numerous others community and academic partners throughout the Hawaiian Islands and the US Affiliated Pacific Island jurisdictions. The office provides focused technical support and professional development which helps produce fully-trained specialty and subspecialty physicians who learn and provide care in hospitals, clinics, and community settings in which quality patient care, health promotion, and academic excellence are sustained to advance the health and well-being of the people of Hawai'i.

### **OFFICE OF MEDICAL EDUCATION – Org Code: MAMSMD**

The Office of Medical Education (OME), in partnership with the clinical and foundational science departments, coordinates and delivers the educational programs leading to the medical doctorate (M.D.) degree. OME also works with the Offices of Faculty Affairs and Graduate Medical Education to develop and implement faculty development programs that support the entire M.D. curriculum and preparedness for residency training. OME provides leadership in curriculum management, standardized patient assessment, faculty development, community engagement and scholarly work in medical student education. The Center for Clinical Skills also falls under OME and is responsible for the provision of standardized patient training throughout the core educational activities, clinical skills development and evaluation on certain required clerkships, rotations and at key points of the medical education curriculum.

### **OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD**

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

- Educational student advising & counseling;

- Registration;
- Financial aid, in close collaboration with UH Mānoa Financial Aid Office and the UH Foundation;
- Support to the Student Standing and Promotion Committee;
- Support to Evaluation Remediation and Review Committee;
- Support to the Academic Appeals 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.

### **SIMULATION CENTER – Org Code: MASCMD**

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.

### **DEPARTMENT OF QUANTITATIVE HEALTH SCIENCES – Org Code: MABQHS**

The Department of Quantitative Health Sciences promotes clinical and translational research, education, and related services through collaboration and innovation in areas of quantitative health sciences. The department strives to improve population and individual health by transforming health care through quantitative health methodological development; training and empowering the next generation of clinical and translational researchers in state-of-the-art quantitative health research techniques; and fostering interaction and collaboration with researchers across the Hawai‘i healthcare community.

### **AREA HEALTH EDUCATION CENTER (AHEC) – Org Code: MAAHMD**

The Hawai‘i and Pacific Basin AHEC seeks to improve the health of the underserved through education. Activities focus on five primary areas:

1. Health education and recruitment to health professions for students across the state from kindergarten through college
2. Educating health professions, students in rural and underserved areas, often in interdisciplinary teams
3. Recruitment, retention and continuing education of practicing health professionals in medically underserved areas
4. Providing community-based and community-driven health education in over a dozen community learning centers across the state

5. Providing video connectivity for health education, communication and other health care services across the state.

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**FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart III)

**OFFICE OF THE ASSOCIATE DEAN FOR RESEARCH AND GRADUATE STUDIES–**  
**Org Code: MARSMD**

Under the leadership of JABSOM’s Associate Dean for Research (ADR), the Fundamentals of Health Sciences Departments ( also known as JABSOM’s “Basic Sciences Departments”) provide research and graduate studies, and undergraduate education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel). Unlike the program of Graduate Medical Education (GME) that falls under JABSOM’s ADAA, the ADR’s office focuses on research and graduate studies’ Master’s and PhD programs. These programs fall under the accreditation, curriculum and purview of the Graduate Division led by the UHM Graduate Division Dean. Additionally, the faculty in the Fundamentals of Health Sciences teach undergraduate courses. Thus, the ADR’s office ensures the school’s graduate programs comply with the Accrediting Commission for Schools Western Association of Schools and Colleges and are in accordance with the guidance of the UHM Graduate Division Dean.

The Office of the ADR leads JABSOM’s research mission operations and the school’s office of grants administration. The ADR also oversees our basic sciences departments. Our basic science departments engage in basic and translational scientific research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies. Additionally, these departments represent the basic sciences required to help medical and graduate 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.

The ADR works closely with the ADAA and the ADCP to ensure that the research programs of JABSOM’s basic and clinical science departments are provided with the best possible support. The ADR also works with the ADAFO to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs.

**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. The Department 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 Hawai‘i at Mānoa.

**Institute for Biogenesis Research – Org Code: MAIBGS**

The Institute for Biogenesis Research, established in May 2000, studies reproductive and developmental biology and supports the academic pursuit of research in these fields.

**DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB**

The Department of Cell and Molecular Biology 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 mission of the Department of Tropical Medicine, Medical Microbiology and Pharmacology is to provide future leaders in Tropical Medicine and Pharmacology with a world-class transdisciplinary education that focuses on basic, translational and field research on microbial diseases of global importance, particularly those diseases affecting Hawai‘i and the Asia-Pacific region. The Department provides education and training for undergraduate, medical, and graduate students in tropical medicine, public health, and other biomedical sciences. Areas of research in the Department include pathogenesis, treatment and development of vaccines and diagnostics for flaviviruses (dengue, Zika, and West Nile viruses), filoviruses (Ebola, Marburg, and Sudan viruses), HIV/AIDS, malaria, and angiostrongyliasis. The Department has a strong interest in promoting the One Health approach focused on the intersection of human health, animal and plant health, and environmental health to address public health threats, such as the emergence and spread of vector-borne and zoonotic diseases.

**OFFICE OF GRANTS ADMINISTRATION – Org Code: MAGTMD**

The Office of Grants Administration, established in 2003, facilitates the grants and contracts preparation, review and submittal process across all departments within JABSOM. The office works in close collaboration with the JABSOM Offices of the Dean, the Central Fiscal and Human Resources, and the University of Hawai‘i System Office of Research Services. This 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.

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**CLINICAL SCIENCES DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart IV)

**OFFICE OF THE ASSOCIATE DEAN FOR CLINICAL PROGRAMS– Org Code: MACSMD**

The Office of the Associate Dean for Clinical Programs (ADCP) directly assists the Dean by serving as JABSOM's health system affiliates liaison in all faculty-provided, clinical service matters. The ADCP works with the ADAA and the ADR to ensure that JABSOM's clinical science departments are provided with the best possible academic and research support. The ADCP also works with the ADAFO to ensure responsible budgeting, contracting, allocation and expenditure of financial resources; to ensure that the clinical science units are well-represented in the media, to have access to the best information technology available at the University; to ensure that personnel actions taken are reasonable and compliant; and to ensure that physical facilities are adequate.

Under the leadership of the ADCP, the Clinical Sciences departments include the areas of practical study of medical principles or investigations using controlled procedures to evaluate results. These departments comprise the 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 Department of Medicine provides instruction, research, and service in the field of Internal Medicine, its recognized sub-specialties, and Neurological Sciences and Dermatology. The department provides medical education for medical students, post-graduate residents and fellows, and practitioners in these fields. With collaborating medical centers and physician practices, the Department develops and supports faculty and clinical learning environments to assure a competent and skilled physician workforce.

The Department of Medicine also conducts basic, translational, clinical, and epidemiological research that address pathogenesis, diagnosis, and treatment of several medical conditions. Investigators in Cardiovascular Disease and AIDS research are organized into two Centers:

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. Its aims are to:

- Develop and sustain a strong mentoring group of established investigators with interdisciplinary, but complementary backgrounds in vascular and cardiovascular biology
- Strategically recruit and retain talented, funded faculty investigators to sustain continued growth

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. The center identifies HIV’s effects on metabolism and its role in neurological and cardiovascular conditions.

In service, the faculty of the department of Medicine provide direct care of adult patients in primary care, ambulatory specialty care, and inpatient and critical care settings. Faculty share learning in community health education programs, and collaborate with community organizations to promote and preserve the health of the people of Hawai‘i and Pacific Basin.

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

The mission of the Department of OB/GYN and Women’s Health is to advance women’s health through excellence in education, research, clinical and community service in a sustainable fashion. Medical education in comprehensive and integrated women’s health programs is provided to medical students, OB/GYN residents, Maternal Fetal Medicine fellows, Family Planning fellows and community health care professionals. Our teaching and research programs include: General OB/GYN, maternal fetal medicine, gynecologic oncology, reproductive endocrinology and infertility, urogynecology, complex family planning, critical care and addiction medicine. Our faculty are engaged in patient safety and continuous quality improvement programs with our major health care partners: Hawai‘i Pacific Health, Queen’s Health Systems and Hilo Medical Center. We also partner with federally qualified health care centers: Waianae Coast Comprehensive Health Center, Kalihi-Palama Health Center, Wahiawā Center for Community Health, Waikiki Health Center, Waimānalo Health Center on Oahu, Mālama I Ke Ola Health Center on Maui, Lanai and Bay Clinic in Hilo. In addition, we are the state’s only comprehensive women’s health clinical practice with offices at Kapi‘olani Medical Center for Women and Children, Queen’s Medical Center, Pali Momi Medical Center and Hilo. Funded research programs exist in family planning, maternal fetal medicine, gynecologic oncology and general OB/GYN. Departmental philanthropy supports other educational, research, and clinical services.

### **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 understand 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 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**

Psychiatry focuses on the prevention, diagnosis, and treatment of behavioral, addictive, and emotional disorders. The Department of Psychiatry provides psychiatric teaching and training to medical students; residents in General Psychiatry; subspecialty fellows in Child and Adolescent Psychiatry, Addiction Medicine, Addiction Psychiatry, and Geriatric Psychiatry; and other healthcare professionals. In addition to contributing significantly to the local workforce of providers in a shortage specialty, the Department also provides inpatient and outpatient psychiatric services and consultation at various healthcare sites, including: The Queen's Health Systems; Kapi'olani Medical Center for Women and Children; The State of Hawai'i Department of Health, including clinics on the islands of Hawai'i, Moloka'i, Maui, Kaua'i, and Lāna'i; The State of Hawai'i Department of Public Safety; the Institute for Human Services; and community health centers in Hawai'i and the Pacific.

The department conducts research in various aspects of psychiatry: culture and mental health, mental health disparities, Native Hawaiian mental health, suicide prevention, substance use disorders, neuropsychiatry/neuroimaging, and psychiatric education. Members of the department contribute service to the community on the state, national, and international levels. Members serve as officers and committee members of the Hawai'i Psychiatric Medical Association, the Hawai'i Council for Child and Adolescent Psychiatry, the American Board of Psychiatry and Neurology, the American College of Psychiatrists, the American Society of Addiction Medicine, and the World Psychiatric Association/Child and Adolescent Psychiatry Section, to name a few. Members of the department also provide consultations to schools 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: MAHYMD**

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 improving the health of Native Hawaiians. Through research and education, this department helps to develop a comprehensive program that addresses the health status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. NHH also houses two divisions related to Native Hawaiian health and welfare

– the ‘Imi Ho‘ōla Program listed under the ADAA (Chart II) because of their role in the continuum of medical education, 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 health 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: MANPHD

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 teaching, research, and community service activities in geriatric medicine and palliative medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric medicine fellowship program. The department provides instruction for trainees of other departments and health professions schools who require experience in Geriatric Medicine or Palliative Care. The faculty is also very productive in biomedical research. Given the fact that Hawai‘i is the state with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of older people and in research in aging and on diseases common in elderly persons is an important component of the State’s healthcare community.

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

Family medicine is the medical specialty which provides continuing, comprehensive health care for the individual and family. It is a specialty in breadth that integrates the biological, clinical and behavioral sciences. The scope of family medicine encompasses all ages, all genders, each organ system and every disease entity. The department’s long range objectives 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 excellent postgraduate training for family medicine residents and primary care sports medicine fellows; and to provide a realistic view of primary care medicine as a career.

**OFFICE OF RISK AND CLINICAL AFFAIRS – Org Code: MAEXMD**

The Office of Risk and Clinical Affairs (ORCA) provides risk management, compliance, and related legal support with representation from the UH System General Counsel office to the clinical education enterprise of JABSOM. ORCA's work is critical to ensuring that JABSOM attains its foundational mission of teaching and training. ORCA, in conjunction with the faculty practice plan affiliated with JABSOM, jointly manages the professional liability policy, which provides medical malpractice coverage to the faculty, staff, and students at JABSOM and other University of Hawai'i health sciences programs. ORCA serves as the JABSOM subject-matter expert on HIPAA compliance and provides guidance and coordination for JABSOM in this area. ORCA manages key aspects of the affiliation agreements with clinical affiliates that are necessary to support JABSOM's medical education program and comply with accreditation standards. ORCA provides risk management and compliance support in a range of other areas, working with others as needed.

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**ADMINISTRATION, FINANCE, AND OPERATIONS**

FUNCTIONAL STATEMENT (Chart V)

**OFFICE OF THE ASSOCIATE DEAN FOR ADMINISTRATION, FINANCE, AND OPERATIONS – Org Code: MAASMD**

JABSOM's Chief Financial Officer, serving as the Associate Dean for Administration, Finance and Operations (ADAFO), is the medical school's principal business and operations officer. The Office of the ADAFO prepares and monitor budgets, develops long-and short-range strategic and business plans to enhance revenue, assists the Dean in the development of compensation research and teaching incentive plans, provides overall property and space management, and serves as JABSOM's financial liaison to the school's affiliated non-profit organizations, (e.g., University Health Partners (aka UCERA), Hawai'i Pacific Health Medical Group, Queens University Medical Group, and Hawai'i Residency Programs). The ADAFO also consults with the Dean, other Associate Deans, faculty, staff, students, and directors as appropriate, in developing and implementing JABSOM's campus policies and procedures related to administrative and financial matters.

The ADAFO provides leadership and management over JABSOM's departments of budget and reporting, contracting, and central fiscal and human resources, and oversight of all school-wide financial and business operations and facilitates located at Kaka'ako and at 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 the UH Mānoa campus facilities, information services and operations personnel.

JABSOM's Kaka'ako location includes its education and research buildings, central plant, biosafety level-2 & level-3 laboratories, animal vivarium, translational research clinic, grounds, housekeeping, and facilities development, maintenance and repair. Other central services overseen by the ADAFO also include information technology network and telecommunications, parking, special events and café management, environmental health and safety, and asset and property management.

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

The Office of Central Fiscal and Human Resources (OCFHR) is comprised of three units: Central Business, Fiscal, and Human Resources. Additionally, the OCFHR director



serves as JABSOM's designated Deputy Title IX Coordinator and is responsible for receiving information related to allegations of sex discrimination and gender-based violence. In consultation with the University of Hawai'i at Mānoa Office of Title IX, Office of Equal Employment Opportunity / Affirmative Action, and Office of General Counsel, the JABSOM's Deputy TIX Officer may assist with filing a complaint, serve as a resource for answering questions about UH policies and procedures, provide information on employee and student rights, as well as other helpful employee and student resources, which is in addition and separate from JABSOM's internal employee or student ombudsman offerings.

The Central Business unit provides the school's department chairs and program directors administrative guidance and support at the department and program level. The unit strives to keep JABSOM departments and programs operational when faced with administrative outages and vacancies, by recruiting and filling positions, initiating Fiscal & HR documents, training new administrative staff, providing budgetary guidance, & keeping department chairs and program directors informed on department/program activities.

The Fiscal unit is responsible for controlling school-wide expenditures within funding authorization in accordance with UH policies and procedures and extramural sponsor funding requirements. The office is committed to providing support for procurements, accounts payable, accounts receivable, payroll, grants administration and audit coordination. The office also provides guidance and assistance to the school's executives, department chairs, program directors, principal investigators and their staff with respect to fiscal matters.

The Human Resources unit is responsible for human resources management in accordance with UH policies and procedures and collective bargaining union agreements. The office is committed to providing support for recruitment, salary and benefits administration, workforce management, employer and employee relations, and professional development opportunities. The office also provides guidance and assistance to JABSOM executives, department chairs, program directors, principal investigators and their staff with respect to personnel matters.

### **OFFICE OF ENVIRONMENTAL HEALTH AND SAFETY – Org Code: MAEHMD**

The Office of Environmental Health and Safety provides oversight for all environmental health and safety issues affecting JABSOM. The office is charged with responsibility for the management of a safe campus environment through the development and administration of health and safety programs including:

- Occupational Health & Safety – Monitors laboratories, facilities and operations for compliance with federal and state regulations related to workplace safety and provides training and hazard assessments.

- Fire Safety – Monitors campus buildings for compliance with NFPA regulations and maintains fire protection equipment at JABSOM.
- Hazardous Materials Management – Manages classification and disposal of hazardous wastes generated by JABSOM operations in accordance with federal and state regulations.
- Environmental Compliance – Maintains compliance with federal and state rules and regulations related to the protection of the environment (Spill prevention, storm water and wastewater management).

### **OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD**

The Office of Information Technology (OIT) provides the highest quality technology-based services to facilitate the John A. Burns School of Medicine's (JABSOM) educational, research, and clinical missions. Primarily based in Kaka'ako, the office also provides services to remote sites across Oahu for the school's clinical teaching departments located at partner institutions. Services include:

- Define strategic direction for all technology at JABSOM.
- Develop and maintain JABSOM's high-speed network infrastructure including data (wired and wireless) and voice networks at all locations.
- Develop and maintain centralized, enterprise-level data storage systems with a comprehensive backup strategy for academic medical education, medical research, and administrative support.
- Provide web software applications unique to academic medical schools to support JABSOM operations and its missions.
- Plan, develop, and maintain audiovisual hardware, interconnections, and delivery for all locations.
- Develop and maintain technical web site service and support for JABSOM, its departments, and programs.
- Provide expert technical advice and assistance at the OIT help desk.
- Maintain close partnerships with JABSOM's residency training program and faculty clinical practice for technology-related support and compliance requirements.
- Monitor, manage, and protect JABSOM's protected data to ensure appropriate usage, retention, and security of data per University of Hawai'i policies.

### **OFFICE OF SPECIAL EVENTS AND CAFÉ MANAGEMENT – Org Code: MASPMD**

The Office of Special Events and Café Management 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 – Org Code: MABDMD**

The Office of Budget, Surveys, and Reporting administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's general, special, and revolving departmental budgets. The office also manages and reviews all quarterly Grant Release Program forms submitted by various research departments, and prepares JABSOM's annual and quarterly budget submittals to UH Mānoa and UH System budget offices. Additionally, the office prepares and any required legislative financial reports due to JABSOM being listed as a separate University of Hawai'i State legislative budget line item independent of UH Mānoa. The office also prepares all annual financial reports, faculty compensation and metric surveys required to comply with the Association of American Medical Colleges (AAMC) and its accrediting agency known as the Liaison Committee on Medical Education (LCME).

### **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, building access security and research building health and safety certification to the entire JABSOM campus.

### **MAINTENANCE, GROUNDS AND JANITORIAL SERVICES– Org Code: MAFCMS**

Maintenance, Grounds and Janitorial Services is responsible to plan, direct and coordinate building and maintenance services, and grounds keeping 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. Services include:

- Perform preventive maintenance and repairs
- Facilitate building maintenance service contracts (e.g., boilers, water purification systems, laboratory vacuum systems, etc.)
- Maintain building automation systems (BAS)
- Facilitate all JABSOM campus and building construction projects as delegated and approved by the UH System Office of Project Delivery
- HVAC system, including filter replacement
- Works closely with Board of Water Supply, facilitating JABSOM's Central Plant

- Maintain JABSOM Vivarium’s mechanical systems (i.e., cage and tunnel wash, luminary, ventilation systems)
- Tree trimming
- Window washing
- Periodic pesticide treatment
- Moves and transports heavy objects
- Grounds keeping services
- Landscaping services
- Custodial services

**PARKING, BUILDING ACCESS AND AUXILIARY SERVICES – Org Code: MAPAMD**

The office of Parking, Building Access, and Auxiliary Services is responsible for overseeing various operations, including:

- Manages three (3) parking lots serving the Kaka‘ako campus.
- Coordinates with the University of Hawai‘i Cancer Center in the management and assignment of parking usage
- Oversees security access for all JABSOM buildings on the Kaka‘ako campus
- Facilitates campus-based emergency planning and response
- Provides courier and mail services for U.S., campus, and other external agencies (e.g., FedEx, UPS, etc.) package deliveries
- Maintains paper inventory, copier supplies, and schedules shredding services
- Ensures servicing of JABSOM’s fleet vehicles

**OFFICE OF PROPERTY & ASSET MANAGEMENT – Org Code: MAXXXX**

The Office of Property and Asset Management assists JABSOM’s leadership in facilitating space usage and planning for all of JABSOM. Locations include space located at UH Mānoa and Kaka‘ako campuses, external leases, and shared resource acquisitions in support of JABSOM’s strategic plan. The office is responsible for the following:

- Monitoring all space owned or leased by JABSOM
- Facilitating JABSOM’s Space Committee Meeting and all related requests for projects, furniture, and space requests
- Responsible for collecting, analyzing, interpreting, and reporting all information regarding space allocation and utilization
- Consultation services for project inception, programming, and feasibility studies, as needed
- Space and growth analysis to support executives in future needs assessments
- Survey and maintain records of space occupancy and assignment

- Pre-planning, planning and implementation of projects of various size and complexity including relocations, renovations, and space modifications
- For external lease renovations: full scope project management including but not limited to reviewing and evaluating architectural and engineering drawings, overall project budget management, and archiving of space utilization documentation

## **FUNCTIONAL STATEMENTS**

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
**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. The office 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. The office 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. JABSOM is a matrix organization with leadership working across all its departments and health system partners to achieve our mission, vision, and values.

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.

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 OFFICE OF THE DEAN  
**ACADEMIC AFFAIRS DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart II)

**OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS DEPARTMENTS–**  
**Org Code: MAADMD**

Under the leadership of JABSOM's Associate Dean for Academic Affairs (ADAA), the Academic Affairs Offices, Programs, Departments, and supporting entities are responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. ~~The Academic Affairs Departments~~ These offices, programs, departments, and support entities focus on the continuum of education, including numerous pathway programs, the post-baccalaureate ('Imi Ho'ōla) program, medical school, residency/fellowship, faculty development, and post-graduation continuing educational formats, as well as the educational support services provided to medical students, residents and faculty. The office is also responsible for working with and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the ~~integration of~~ integrating their teaching effort through the JABSOM departments, and coordinating JABSOM's wellness, professionalism, diversity, and equity endeavors.

The ADAA works with the Associate Dean for Research (ADR) who oversees the graduate and research programs and the Associate Dean for Clinical Programs (ADCP) who oversees the clinical science departments to ensure JABSOM's basic and clinical science units are provided with the best possible academic affairs support. The ADAA also works with JABSOM's Chief Financial Officer, who serves as the Associate Dean for Administration, Finance and Operations (ADAFO) to ensure the responsible budgeting, contracting, allocation and expenditure of financial resources, and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and to ensure optimal support of students in the medical education academic programs.

**ANATOMY LAB – Org Code: MAANMD**

The Anatomy Lab at JABSOM provides an opportunity for medical students, as well as residents, fellows, faculty and practicing clinicians to engage in medical learning through preserved cadavers, further deepening the learners' understanding of the human body's complex functions.



### **DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD**

The Department of Communication Sciences and Disorders (CSD) provides training for graduate (M.S. candidates) students enabling them to meet national certification standards and to work as fully qualified professionals in communication sciences and disorders. The CSD Department provides 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 helps meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

### **DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT**

The goal of the Department of Medical Technology is to educate and train students to become degreed and credentialed in the field of Medical Laboratory Science (MLS) who provide laboratory support for healthcare in the State of Hawai‘i and the Pacific Basin. The department’s specific objectives are: to graduate students with a B.S. degree in Medical Technology and provide them with post-baccalaureate clinical training so they become eligible for national certification; to develop and implement mechanisms to maintain adequate enrollment to meet the State’s need for qualified MLS; continue to collaborate with Kapi‘olani Community College Medical Laboratory Technician program; and continue to collaborate with the UH Mānoa Department of Microbiology to educate and train students to become credentialed as certified clinical microbiologists.

### **‘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 demonstrate potential to succeed in medical school. The curricula emphasizes the integration of concepts and principles in the sciences and humanities, and develops communication, learning, and leadership skills. Participants come from environments that have 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. Census Bureau. 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 an educational program that enhances disadvantaged students’ academic and professional readiness for medical school. The ‘Imi Ho‘ōla program works closely with other medical education offices under the Associate Dean for Academic Affairs to ensure consistency and continuity from the pre-admissions, advising, admissions and learning support processes. ‘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 yearlong program, 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.

### **HEALTH SCIENCES LIBRARY – Org Code: MAKLMD**

The Health Sciences Library serves as the sole UHM (on campus) medical and health sciences 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. These resources are made available to JABSOM students, residents, fellows and faculty and others in the community who support JABSOM's educational programs.

### **OFFICE OF ADMISSIONS – Org Code: MAAMMD**

The Office of Admissions is independent of the office of Student Affairs (OSA) and directs the medical student admissions function for the school. The office provides support to the OSA in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements. The Office of Admissions ensures the required separation of processes and procedures associated with admission into medical school and maintenance of a successful educational experience at JABSOM. The Office of Admissions also works with numerous programs and offices within JABSOM, across the UH System, nationally and internationally to enhance pathways and recruitment activities that support attainment of the JABSOM Mission and Vision.

### **OFFICE OF ACCREDITED CONTINUING EDUCATION – Org Code: MACEMD**

The Office of Accredited Continuing Education (ACE) is led by the Director for Accredited Continuing Education. ACE oversees JABSOM-sponsored ACE functions and activities, in compliance with national continuing education standards and state physician licensing and health provider requirements. The office collaborates with outside entities such as the Hawai'i Medical Association and other Hawai'i health professions schools to advance life-long learning for health providers in Hawai'i.

### **OFFICE OF FACULTY AFFAIRS – Org Code: MAFCMD**

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services and programs to JABSOM faculty. This office assists faculty to ascertain and obtain resources and information for all issues related to faculty development, including promotion and tenure application compilation and review.

### **OFFICE OF GLOBAL HEALTH AND INTERNATIONAL MEDICINE – Org Code: MAGIMD**

The Office of Global Health and International Medicine works to ensure that all international medical education activities of JABSOM faculty, staff and students are aligned with the school's mission and in compliance with accreditation requirements and

within legal parameters. Our goal is to promote our students' appreciation of the ways that global issues impact the health of patients and communities in Hawai'i and encourage them to gain experience in international health care settings. This office also works with the other JABSOM entities to ensure coordinated educational opportunities for 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.

### **OFFICE OF GRADUATE MEDICAL EDUCATION – Org Code: MAGRMD**

The Office of Graduate Medical Education (GME), led by the GME Director/Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of all GME programs under JABSOM, in accordance with the Accreditation Council for Graduate Medical Education and other nationally recognized accrediting bodies. The office of GME works with the JABSOM clinical departments, major health systems and numerous others community and academic partners throughout the Hawaiian Islands. ~~The office and the US Affiliated Pacific Island jurisdictions. The office provides focused technical support and professional development which~~ helps produce fully-trained specialty and subspecialty physicians who learn and provide care in hospitals, clinics, and community settings in which quality patient care, health promotion, and academic excellence are sustained to advance the health and well-being of the people of Hawai'i.

### **OFFICE OF MEDICAL EDUCATION – Org Code: MAMSMD**

The Office of Medical Education (OME), in partnership with the clinical and foundational science departments, coordinates and delivers the educational programs leading to the medical doctorate (M.D.) degree. OME also works with the Offices of Faculty Affairs and Graduate Medical Education to develop and implement faculty development programs that support the entire M.D. curriculum and preparedness for residency training. OME provides leadership in curriculum management, standardized patient assessment, faculty development, community engagement and scholarly work in medical student education. The Center for Clinical Skills also falls under OME and is responsible for the provision of standardized patient training throughout the core educational activities, clinical skills development and evaluation on certain required clerkships, rotations and at key points of the medical education curriculum.

### **OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD**

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

- Educational student advising & counseling;

- Registration;
- Financial aid, in close collaboration with UH Mānoa Financial Aid Office and the UH Foundation;
- Support to the Student Standing and Promotion Committee;
- Support to Evaluation Remediation and Review Committee;
- Support to the Academic Appeals 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.

### **SIMULATION CENTER – Org Code: MASCMD**

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.

### **DEPARTMENT OF QUANTITATIVE HEALTH SCIENCES – Org Code: MABQHS**

The Department of Quantitative Health Sciences promotes clinical and translational research, education, and related services through collaboration and innovation in areas of quantitative health sciences. The department strives to improve population and individual health by transforming health care through quantitative health methodological development; training and empowering the next generation of clinical and translational researchers in state-of-the-art quantitative health research techniques; and fostering interaction and collaboration with researchers across the Hawai‘i healthcare community.

### **AREA HEALTH EDUCATION CENTER (AHEC) – Org Code: MAAHMD**

The Hawai‘i and Pacific Basin AHEC seeks to improve the health of the underserved through education. Activities focus on five primary areas:

1. Health education and recruitment to health professions for students across the state from kindergarten through college
2. Educating health professions, students in rural and underserved areas, often in interdisciplinary teams
3. Recruitment, retention and continuing education of practicing health professionals in medically underserved areas
4. Providing community-based and community-driven health education in over a dozen community learning centers across the state

5. Providing video connectivity for health education, communication and other health care services across the state.

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**FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart III)

**FUNDAMENTALSOFFICE OF HEALTH SCIENCES DEPARTMENTS-THE  
ASSOCIATE DEAN FOR RESEARCH AND GRADUATE STUDIES- Org Code:  
MARSMD**

Under the leadership of JABSOM's Associate Dean ~~offor~~ Research (ADR), the Fundamentals of Health Sciences Departments (also known as JABSOM's "Basic Sciences Departments") provide research and graduate studies, and undergraduate education for a number of related and unrelated health care professions other than nursing or medicine (medical personnel). Unlike the program of Graduate Medical Education (GME) that falls under JABSOM's Designated Institutional OfficerADAA, the FHSDADR's office focuses on research and graduate studies' Master's and PhD programs. These programs fall under the accreditation, curriculum, and purview of the Graduate Division led by the UHM Graduate Division Dean. Additionally, the faculty in the Fundamentals of Health Sciences teach undergraduate courses. Thus, JABSOM's ADRthe ADR's office ensures the school's graduate programs comply with the Accrediting Commission for Schools Western Association of Schools and Colleges and are in accordance with the guidance of the UHM Graduate Division Dean.

The Fundamentals of Health Sciences Departments (FHSD) also engage in basic The Office of the ADR leads JABSOM's research mission operations and the school's office of grants administration. The ADR also oversees our basic sciences departments. Our basic science departments engage in basic and translational scientific research that can form the foundation for important breakthroughs in medical treatments and diagnostic technologies. Additionally, the FHSD-represents these departments represent the basic sciences required to help medical and graduate 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.

The ADR works closely with the ADAA and the ADCP to ensure that the research programs of JABSOM's basic and clinical science departments are provided with the best possible support. The ADR also works with the ADAFO to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs.

**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. The Department 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 Hawai‘i at Mānoa.

**Institute for Biogenesis Research – Org Code: MAIBGS**

The Institute for Biogenesis Research, established in May 2000, studies reproductive and developmental biology and supports the academic pursuit of research in these fields.

**DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB**

The Department of Cell and Molecular Biology 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 mission of the Department of Tropical Medicine, Medical Microbiology and Pharmacology is to provide future leaders in Tropical Medicine and Pharmacology with a world-class transdisciplinary education that focuses on basic, translational and field research on microbial diseases of global importance, particularly those diseases affecting Hawai‘i and the Asia-Pacific region. The Department provides education and training for undergraduate, medical, and graduate students in tropical medicine, public health, and other biomedical sciences. Areas of research in the Department include pathogenesis, treatment and development of vaccines and diagnostics for flaviviruses (dengue, Zika, and West Nile viruses), filoviruses (Ebola, Marburg, and Sudan viruses), HIV/AIDS, malaria, and angiostrongyliasis. The Department has a strong interest in promoting the One Health approach focused on the intersection of human health, animal and plant health, and environmental health to address public health threats, such as the emergence and spread of vector-borne and zoonotic diseases.

**OFFICE OF GRANTS ADMINISTRATION – Org Code: MAGTMD**

The Office of Grants Administration, established in 2003, facilitates the grants and contracts preparation, review and submittal process across all departments within JABSOM. The office works in close collaboration with the JABSOM Offices of the Dean and, the Central Fiscal and Human Resources, and the University of Hawaii’s Hawai’i System Office of Research Services. This 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.



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**CLINICAL SCIENCES DEPARTMENTS**

FUNCTIONAL STATEMENT (Chart IV)

**OFFICE OF THE ASSOCIATE DEAN FOR CLINICAL SCIENCES DEPARTMENTS PROGRAMS – Org Code: MACSMD**

~~The~~The Office of the Associate Dean for Clinical Programs (ADCP) directly assists the Dean by serving as JABSOM's health system affiliates liaison in all faculty-provided, clinical service matters. The ADCP works with the ADAA and the ADR to ensure that JABSOM's clinical science departments are provided with the best possible academic and research support. The ADCP also works with the ADAFO to ensure responsible budgeting, contracting, allocation and expenditure of financial resources; to ensure that the clinical science units are well-represented in the media, to have access to the best information technology available at the University; to ensure that personnel actions taken are reasonable and compliant; and to ensure that physical facilities are adequate.

Under the leadership of the ADCP, the Clinical Sciences departments include the areas of practical study of medical principles or investigations using controlled procedures to evaluate results ~~under the leadership of the Associate Dean of Clinical Affairs.~~ These departments comprise ~~of the~~ 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 Department of Medicine provides instruction, research, and service in the field of Internal Medicine, its recognized sub-specialties, and Neurological Sciences and Dermatology. The department provides medical education for medical students, post-graduate residents and fellows, and practitioners in these fields. With collaborating medical centers and physician practices, the Department develops and supports faculty and clinical learning environments to assure a competent and skilled physician workforce.

The Department of Medicine also conducts basic, translational, clinical, and epidemiological research that address pathogenesis, diagnosis, and treatment of several medical conditions. Investigators in Cardiovascular Disease and AIDS research are organized into two Centers:

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. Its aims are to:

- Develop and sustain a strong mentoring group of established investigators with interdisciplinary, but complementary backgrounds in vascular and cardiovascular biology
- Strategically recruit and retain talented, funded faculty investigators to sustain continued growth

#### 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. The center identifies HIV's effects on metabolism and its role in neurological and cardiovascular conditions.

In service, the faculty of the department of Medicine provide direct care of adult patients in primary care, ambulatory specialty care, and inpatient and critical care settings. Faculty share learning in community health education programs, and collaborate with community organizations to promote and preserve the health of the people of Hawai'i and Pacific Basin.

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

The mission of the Department of OB/GYN and Women's Health is to advance women's health through excellence in education, research, clinical and community service in a sustainable fashion. ~~Our learning endowers cover~~ Medical education in comprehensive and integrated women's health programs: is provided to medical students, OB/GYN residents, Maternal Fetal Medicine fellows, Family Planning fellows and community health care professionals. Our teaching and research programs include: General OB/GYN, maternal fetal medicine, gynecologic oncology, reproductive endocrinology and infertility, urogynecology, complex family planning, critical care and addiction medicine. Our faculty are engaged in ~~patient's~~ patient safety and continuous quality improvement programs with our major health care partners: Hawai'i Pacific Health, Queen's Health Systems and Hilo Medical Center. We also partner with federally qualified health care centers: Waianae Coast Comprehensive Health Center, Kalihi-Palama Health Center, Wahiawā Center for Community Health, Waikiki Health Center, Waimānalo Health Center on Oahu, Mālama I Ke Ola Health Center on Maui, Lanai and Bay Clinic in Hilo. In addition, we are the state's only comprehensive women's health clinical practice with offices at Kapi'olani Medical Center for Women and Children, Queen's Medical Center, Pali Momi Medical Center and Hilo. Funded research programs exist in family planning, maternal fetal medicine, gynecologic oncology and general OB/GYN. Departmental philanthropy supports other educational, research, and clinical services.

### **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~~understand 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**

Psychiatry focuses on the prevention, diagnosis, and treatment of behavioral, addictive, and emotional disorders. The Department of Psychiatry provides psychiatric teaching and training to medical students; residents in General Psychiatry; subspecialty fellows in Child and Adolescent Psychiatry, Addiction Medicine, Addiction Psychiatry, and Geriatric Psychiatry; and other healthcare professionals. In addition to contributing significantly to the local workforce of providers in a shortage specialty, the Department also provides inpatient and outpatient psychiatric services and consultation at various healthcare sites, including: The Queen's Health Systems; Kapi'olani Medical Center for Women and Children; The State of Hawai'i Department of Health, including clinics on the islands of Hawai'i, Moloka'i, Maui, Kaua'i, and Lāna'i; The State of Hawai'i

Department of Public Safety; the Institute for Human Services; and community health centers in Hawai‘i and the Pacific.

The department conducts research in various aspects of psychiatry: culture and mental health, mental health disparities, Native Hawaiian mental health, suicide prevention, substance use disorders, neuropsychiatry/neuroimaging, and psychiatric education. Members of the department contribute service to the community on the state, national, and international levels. Members serve as officers and committee members of the Hawai‘i Psychiatric Medical Association, the Hawai‘i Council for Child and Adolescent Psychiatry, the American Board of Psychiatry and Neurology, the American College of Psychiatrists, the American Society of Addiction Medicine, and the World Psychiatric Association/Child and Adolescent Psychiatry Section, to name a few. Members of the department also provide consultations to schools 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: MAHYMD**

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 improving the health of Native Hawaiians. Through research and education, this department helps to

develop a comprehensive program that addresses the health status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. NHH also houses two divisions related to Native Hawaiian health and welfare – the ‘Imi Ho‘ōla Program listed under the ADAA (Chart II) because of their role in the continuum of medical education, 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 health 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: MANPHD

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 teaching, research, and community service activities in geriatric medicine and palliative medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric medicine fellowship program. The department provides instruction for trainees of other departments and health professions schools who require experience in Geriatric Medicine- or Palliative Care. The faculty is also very productive in biomedical research. Given the fact that Hawai‘i is the state with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of older people and in research in aging and on diseases common in elderly persons is an important component of the State’s healthcare community.

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

Family medicine is the medical specialty, which provides continuing, comprehensive health care for the individual and family. It is a specialty in breadth that integrates the biological, clinical and behavioral sciences. The scope of family medicine encompasses all ages, all genders, each organ system and every disease entity. The department’s long range objectives 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 excellent postgraduate training for students in any of the medical specialties family medicine residents and primary care sports medicine fellows; and to provide a realistic view of primary care medicine as a career.

**OFFICE OF RISK AND CLINICAL AFFAIRS – Org Code: MAEXMD**

The Office of Risk and Clinical Affairs (ORCA) provides risk management, compliance, and related legal support with representation from the UH System General Counsel office to the clinical education enterprise of JABSOM. ORCA's work is critical to ensuring that JABSOM attains its foundational mission of teaching and training. ORCA, in conjunction with the faculty practice plan affiliated with JABSOM, jointly manages the professional liability policy, which provides medical malpractice coverage to the faculty, staff, and students at JABSOM and other University of Hawai'i health sciences programs. ORCA serves as the JABSOM subject-matter expert on HIPAA compliance and provides guidance and coordination for JABSOM in this area. ORCA manages key aspects of the affiliation agreements with clinical affiliates that are necessary to support JABSOM's medical education program and comply with accreditation standards. ORCA provides risk management and compliance support in a range of other areas, working with others as needed.

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

FUNCTIONAL STATEMENT (Chart V)

**OFFICE OF THE ASSOCIATE DEAN FOR 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. This office includes the functional areas of budget, contracting, fiscal and administration, human resources, facilities, information technology, property and asset management, special events and food service management, emergency management, mail, courier, environmental health and safety, staff development, and other employee wellness programs.~~

~~Working under the leadership of JABSOM’s Chief Financial Officer, who serves~~serving ~~as the Associate Dean for Administration, Finance and Operations (ADAFO), is the medical school’s principal business and operations officer, this office. The Office of the ADAFO prepares and monitor budgets, develops long- and short-range strategic and business plans to enhance revenue, assists the Dean in the development of compensation research and teaching incentive plans, provides overall property and space management, and serves as JABSOM’s financial liaison to the school’s affiliated non-profit organizations, (e.g., University Health Partners (aka UCERA), Hawai‘i Pacific Health Medical Group, and Hawai‘i Residency Programs). Queens University Medical Group, and Hawai‘i Residency Programs). The ADAFO also consults with the Dean, other Associate Deans, faculty, staff, students, and directors as appropriate, in developing and implementing JABSOM’s campus policies and procedures related to administrative and financial matters.~~

~~This office is also responsible for overseeing~~The ADAFO provides leadership and management over JABSOM’s departments of budget and reporting, contracting, and central fiscal and human resources, and oversight of all school-wide financial and business operations and facilitates the located at 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~~at~~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 the UH Mānoa campus facilities, information services and operations personnel.



JABSOM's Kaka'ako location includes its education and research buildings, central plant, biosafety level-2 & level-3 laboratories, animal vivarium, translational research clinic, grounds, housekeeping, and facilities development, maintenance and repair. Other central services overseen by the ADAFO also include information technology network and telecommunications, parking, special events and café management, environmental health and safety, and asset and property management.

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

The Office of Central Fiscal and Human Resources (OCFHR) is comprised of three units: Central Business, Fiscal, and Human Resources. Additionally, the OCFHR director serves as JABSOM's designated Deputy Title IX Coordinator and is responsible for receiving information related to allegations of sex discrimination and gender-based violence. In consultation with the University of Hawai'i at Mānoa Office of Title IX, Office of Equal Employment Opportunity / Affirmative Action, and Office of General Counsel, the JABSOM's Deputy TIX Officer may assist with filing a complaint, serve as a resource for answering questions about UH policies and procedures, provide information on employee and student rights, as well as other helpful employee and student resources, which is in addition and separate from JABSOM's internal employee or student ombudsman offerings.

The Central Business unit provides the school's department chairs and program directors administrative guidance and support at the department and program level. The unit strives to keep JABSOM departments and programs operational when faced with administrative outages and vacancies, by recruiting and filling positions, initiating Fiscal & HR documents, training new administrative staff, providing budgetary guidance, & keeping department chairs and program directors informed on department/program activities.

The Fiscal unit is responsible for controlling school-wide expenditures within funding authorization in accordance with UH policies and procedures and extramural sponsor funding requirements. The office is committed to providing support for procurements, accounts payable, accounts receivable, payroll, grants administration and audit coordination. The office also provides guidance and assistance to the school's executives, department chairs, program directors, principal investigators and their staff with respect to fiscal matters.

The Human Resources unit is responsible for human resources management in accordance with UH policies and procedures and collective bargaining union agreements. The office is committed to providing support for recruitment, salary and benefits administration, workforce management, employer and employee relations, and professional development opportunities. The office also provides guidance and assistance to JABSOM executives, department chairs, program directors, principal investigators and their staff with respect to personnel matters.



### **OFFICE OF ENVIRONMENTAL HEALTH AND SAFETY – Org Code: MAEHMD**

The Office of Environmental Health and Safety provides oversight for all environmental health and safety issues affecting JABSOM. The office is charged with responsibility for the management of a safe campus environment through the development and administration of health and safety programs including:

- Occupational Health & Safety – Monitors laboratories, facilities and operations for compliance with federal and state regulations related to workplace safety and provides training and hazard assessments.
- Fire Safety – Monitors campus buildings for compliance with NFPA regulations and maintains fire protection equipment at JABSOM.
- Hazardous Materials Management – Manages classification and disposal of hazardous wastes generated by JABSOM operations in accordance with federal and state regulations.
- Environmental Compliance – Maintains compliance with federal and state rules and regulations related to the protection of the environment (Spill prevention, storm water and wastewater management).

### **OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD**

The Office of Information Technology (OIT) provides the highest quality technology-based services to facilitate the John A. Burns School of Medicine's (JABSOM) educational, research, and clinical missions. Primarily based in Kaka'ako, the office also provides services to remote sites across Oahu for the school's clinical teaching departments located at partner institutions. Services include:

- Define strategic direction for all technology at JABSOM.
- Develop and maintain JABSOM's high-speed network infrastructure including data (wired and wireless) and voice networks at all locations.
- Develop and maintain centralized, enterprise-level data storage systems with a comprehensive backup strategy for academic medical education, medical research, and administrative support.
- Provide web software applications unique to academic medical schools to support JABSOM operations and its missions.
- Plan, develop, and maintain audiovisual hardware, interconnections, and delivery for all locations.
- Develop and maintain technical web site service and support for JABSOM, its departments, and programs.
- Provide expert technical advice and assistance at the OIT help desk.
- Maintain close partnerships with JABSOM's residency training program and faculty clinical practice for technology-related support and compliance requirements.

- Monitor, manage, and protect JABSOM's protected data to ensure appropriate usage, retention, and security of data per University of Hawai'i policies.

**OFFICE OF SPECIAL EVENTS AND CAFÉ MANAGEMENT – Org Code: MASPMD**

The Office of Special Events and Café Management 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 – Org Code: MABDMD**

The Office of Budget, Surveys, and Reporting administers and provides guidance to JABSOM's central administration, basic sciences and clinical departments in managing JABSOM's general, special, and revolving departmental budgets. The office also manages and reviews all quarterly Grant Release Program forms submitted by various research departments, and prepares JABSOM's annual and quarterly budget submittals to UH Mānoa and UH System budget offices. Additionally, the office prepares and any required legislative financial reports due to JABSOM being listed as a separate University of Hawai'i State legislative budget line item independent of UH Mānoa. The office also prepares all annual financial reports, faculty compensation and metric surveys required to comply with the Association of American Medical Colleges (AAMC) and its accrediting agency known as the Liaison Committee on Medical Education (LCME).

**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, building access security and research building health and safety certification to the entire JABSOM campus.

**MAINTENANCE, GROUNDS AND JANITORIAL SERVICES– Org Code: MAFCMS**

Maintenance, Grounds and Janitorial Services is responsible to plan, direct and coordinate building and maintenance services, and grounds keeping 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. Services include:

- Perform preventive maintenance and repairs
- Facilitate building maintenance service contracts (e.g., boilers, water purification systems, laboratory vacuum systems, etc.)
- Maintain building automation systems (BAS)
- Facilitate all JABSOM campus and building construction projects as delegated and approved by the UH System Office of Project Delivery
- HVAC system, including filter replacement
- Works closely with Board of Water Supply, facilitating JABSOM's Central Plant
- Maintain JABSOM Vivarium's mechanical systems (i.e., cage and tunnel wash, luminary, ventilation systems)
- Tree trimming
- Window washing
- Periodic pesticide treatment
- Moves and transports heavy objects
- Grounds keeping services
- Landscaping services
- Custodial services

**PARKING, BUILDING ACCESS AND AUXILIARY SERVICES – Org Code: MAPAMD**

The office of Parking, Building Access, and Auxiliary Services is responsible for overseeing various operations, including:

- Manages three (3) parking lots serving the Kaka‘ako campus.
- Coordinates with the University of Hawai‘i Cancer Center in the management and assignment of parking usage
- Oversees security access for all JABSOM buildings on the Kaka‘ako campus
- Facilitates campus-based emergency planning and response
- Provides courier and mail services for U.S., campus, and other external agencies (e.g., FedEx, UPS, etc.) package deliveries
- Maintains paper inventory, copier supplies, and schedules shredding services
- Ensures servicing of JABSOM's fleet vehicles

**OFFICE OF PROPERTY & ASSET MANAGEMENT – Org Code: MAXXXX**

The Office of Property and Asset Management assists JABSOM's leadership in facilitating space usage and planning for all of JABSOM. Locations include space located at UH Mānoa and Kaka‘ako campuses, external leases, and shared resource acquisitions

in support of JABSOM's strategic plan. The office is responsible for the following:

- Monitoring all space owned or leased by JABSOM
- Facilitating JABSOM's Space Committee Meeting and all related requests for projects, furniture, and space requests
- Responsible for collecting, analyzing, interpreting, and reporting all information regarding space allocation and utilization
- Consultation services for project inception, programming, and feasibility studies, as needed
- Space and growth analysis to support executives in future needs assessments
- Survey and maintain records of space occupancy and assignment
- Pre-planning, planning and implementation of projects of various size and complexity including relocations, renovations, and space modifications
- For external lease renovations: full scope project management including but not limited to reviewing and evaluating architectural and engineering drawings, overall project budget management, and archiving of space utilization documentation



Nancy Foster <nkfoster@hawaii.edu>

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## JABSOM FACULTY SENATE evaluation of JABSOM Reorg Plan

1 message

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**Venkataraman Balaraman** <venkatar@hawaii.edu>

Thu, Dec 2, 2021 at 10:23 AM

To: Erik Guentner <guentner@hawaii.edu>, Robert Paull <paull@hawaii.edu>

Cc: "Onoye, Jane M" <OnoyeJ@dop.hawaii.edu>, Alexander Stokes <astokes@hawaii.edu>, Michelle Seidel <mseidel@hawaii.edu>

Bcc: nkfoster@hawaii.edu

Hi all:

As the current chair of JFS, I am writing to the leadership of CAB about clarifications requested by CAB earlier this year on our input into the process of development of the reorg document.

As of today there have been robust consultations between JABSOM Executive leadership and JFS on the document and the latest iteration dated August 30, 2021 has been approved by the membership of JFS.

Please do not hesitate to reach out to me should you have any questions.

Warm aloha and safe holidays.

--

V. Balaraman, MBBS

Vice-Chair and Interim Associate Chair for Research

Department of Pediatrics

Program Director and Principal Investigator

Joint NPM Fellowship Program and HIPACT<sup>2</sup>

Chair, JABSOM Faculty Senate

John A. Burns School of Medicine at the University of Hawai'i at Manoa

## MFS: April 20, 2022 CAB Resolution

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**From:** UHM Faculty Senate <uhmfs@hawaii.edu> on behalf of UHM Faculty Senate  
**Sent:** Wednesday, April 20, 2022 6:38 PM  
**To:** BOR Testimony; David Lassner; Michael Bruno; Alexandra (Sandy) French  
**Cc:** Brent Sipes; Penny-Bee Kapilialoha Bovard; Amy Luke; Debra Ishii; Robyn Okumura; Sheila H Izuka  
**Subject:** [Mānoa Faculty Senate] Resolution Opposing the 2021 Reorganization of the John A Burns School of Medicine  
**Attachments:** 20220420 Transmittal Reso Opposing the 2021 Reorganization of the John A Burns School of Medicine.pdf; 20220420 CAB Reso Opposing the 2021 Reorganization of the John A Burns School of Medicine (JABSOM).pdf

Aloha,

The Mānoa Faculty Senate approved the **Resolution Opposing the 2021 Reorganization of the John A Burns School of Medicine** at the April 20, 2022 Senate meeting with 24 votes (63.16%) in support; 14 votes (36.84%) opposed and 16 abstentions. The transmittal letter and resolution are attached as written BOR testimony.

Please feel free to contact me if you have any questions or need additional information.

Brent S. Sipes, Chair  
Senate Executive Committee

**John Kinder** for Brent Sipes  
*Administrative Officer*

Mānoa Faculty Senate Office | 2500 Campus Road | Hawai'i Hall 208 | Honolulu, HI 96822 | Ph: (808) 956-7725 | [uhmfs@hawaii.edu](mailto:uhmfs@hawaii.edu) | Senate Website: [www.hawaii.edu/uhmfs](http://www.hawaii.edu/uhmfs)



April 20, 2022

**MEMORANDUM VIA E-MAIL**

TO: Randolph Moore, Chair  
Board of Regents

David Lassner, President & CEO  
University of Hawai'i

Michael Bruno, Provost  
University of Hawai'i at Mānoa

Sandy French, Chief Business Officer  
University of Hawai'i at Mānoa

FROM: Brent Sipes, Chair  
Mānoa Faculty Senate Executive Committee

RE: **Resolution Opposing the 2021 Reorganization of the John A Burns School of Medicine**

The Mānoa Faculty Senate approved the **Resolution Opposing the 2021 Reorganization of the John A Burns School of Medicine** at the April 20, 2022 Senate meeting with 24 votes (63.16%) in support; 14 votes (36.84%) opposed and 16 abstentions. The resolution is attached.

Please feel free to contact me at [sipes@hawaii.edu](mailto:sipes@hawaii.edu) if you have any questions or need additional information.

A handwritten signature in blue ink, appearing to read 'Brent Sipes'.

Brent S. Sipes, Ph.D.  
*Mānoa Faculty Senate Chair*

A handwritten signature in black ink, appearing to read 'Penny-Bee K. Bovard'.

Penny-Bee K. Bovard, Academic Advisor  
*Mānoa Faculty Senate Secretary*



*Presented to the Mānoa Faculty Senate by the Committee on Administration & Budget (CAB) for a vote of the full Senate on April 20, 2022, a resolution opposing the 2021 reorganization of the John A. Burns School of Medicine (JABSOM). Approved by the Mānoa Faculty Senate on April 20, 2022 with 24 votes (63.16%) in support; 14 votes (36.84%) opposed; and 16 abstentions.*

### **Resolution Opposing the 2021 reorganization of the John A. Burns School of Medicine**

**WHEREAS**, the Mānoa Faculty Senate has been asked to evaluate and provide a recommendation on the Reorganization Proposal for the John A. Burns School of Medicine (JABSOM), University of Hawai‘i at Mānoa; and,

**WHEREAS**, the JABSOM Faculty Senate (JFS) and JABSOM faculty conferred on the “Reorganization Proposal John A. Burns School of Medicine, University of Hawai‘i at Mānoa” (JABSOM Re-organization) with the Committee on Administration and Budget (CAB) for review, consideration, and recommendations; and,

**WHEREAS**, CAB received the first version of this proposal (dated March 26, 2021) on April 01, 2021, with a return date requested of May 07, 2021, and discussed this proposal at the CAB meeting on April 07, 2021; and,

**WHEREAS**, CAB was later informed that JABSOM Faculty Senate received the proposal on March 26, 2021 and that parts of the reorganization had already been implemented; and,

**WHEREAS**, CAB then prepared a draft resolution indicating concerns with the proposal, particularly the lack of faculty input, and shared this with JABSOM when CAB was informed that Provost Bruno and Dean Hedges had withdrawn the proposal on or before May 04, 2021; and,

**WHEREAS**, a revised proposal dated August 30, 2021 was discussed with the JABSOM Faculty Senate and was approved by them in November 2021, and a modified version (dated January 18, 2022) with markups was received by CAB on January 18, 2022; and,

**WHEREAS**, CAB noted two remaining concerns with this proposal: (i) it did not detail the consultation with the JABSOM Faculty Senate, and, (ii) it did not adequately address the concerns expressed in the proposed spring 2021 CAB draft resolution sent to the JABSOM Executive team; and,

**WHEREAS**, CAB was informed on March 02, that Dean Hedges believed that the proposal addressed all of CAB’s concerns; and,





**WHEREAS**, after considering comments and correspondence with the JABSOM Executive team, CAB has 6 (six) points of concern, detailed below, regarding the JABSOM Re-organization; and,

**WHEREAS**, it appears the JABSOM reorganization was already fully implemented prior to meaningful input, consultation, or approval from the JABSOM Faculty Senate (JFS) or JABSOM faculty in general. The majority of JABSOM faculty were unaware of the ongoing JABSOM reorganization or the reorganization proposal. Concerns appear ignored and/or not fully addressed by the Executive team, in the Executive summary of the reorganization document, or in the substance of the reorganization document, nor have they been adequately discussed in subsequent comments or correspondence from the Executive team. The JABSOM Executive team admits to this lapse in consultation, but stipulates in subsequent communications that *“In the future, JABSOM will engage the JFS more often in the process.”* This is another example of the administration undertaking unilateral changes prior to required consultation and approval from faculty and senates; and,

**WHEREAS**, moving the Grants Development Office (GDO) is of concern to CAB. This new position and its placement within the JABSOM organization is detrimental to the contracting and research enterprise of

JABSOM, and creates conflicts of interest of various types within JABSOM. These include possible biases by the ADR towards research departments over clinical departments, and with regard to limited submission opportunities. A conflict of interest may arise in regards to self-resourcing, or resourcing researchers, who subsequently improve the outcomes, metrics and grant opportunities for the ADR personally. There does not appear to be a process to apply for bridge funds that is not subject to the ADR, there do not appear to be any checks and balances, nor oversight of these procedures, and no apparent management of the ADR's conflicts of interest. These issues were not adequately addressed by the Executive team, in the Executive summary of the reorganization document, in the substance of the JABSOM reorganization, or adequately discussed in subsequent comments or correspondence from the Executive team. The GDO or the ADR position should be reallocated in the JABSOM organization to an alternative location, to avoid conflicts, or the issues should be addressed, managed and resolved clearly and in detail, within the body of the reorganization document, with consultation with JFS and JABSOM faculty; and,

**WHEREAS**, the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments lacks clarity on how this oversight and alignment will be achieved, in the executive summary or in the JABSOM re-organization itself, despite being discussed in subsequent correspondence with JFS. As such, CAB asks that this issue be addressed clearly in detail in the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,



**WHEREAS**, with respect to Academic Dean of Clinical Affairs, both Charts show the “Current” and “Proposed” position as “\*to be established.” There is concern that this is an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues. Subsequent comments and correspondence from the Executive team have not provided clarity on this issue, and should be addressed clearly in detail within the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,

**WHEREAS**, the current discussions with affiliated health care systems (Queens Medical Center and Hawaii Pacific Health) are not mentioned in the Executive Summary. It does not consider potential for both impact on educational systems and leadership at the level of the health systems. Despite being discussed in subsequent comments or correspondence from the Executive team, there is no clarity on this issue, and as such should be addressed clearly, in detail, within the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,

**WHEREAS**, reference to Equity and Diversity (E&D) is not evident anywhere in the document. This is one of the pillars of the UH mission, and the lack of reference may be construed as E&D being irrelevant to JABSOM. Subsequent correspondence with JFS indicates that JABSOM is establishing a new Coordinating Committee on Opportunity, Diversity, and Equity (C-CODE), which provides an essential function within JABSOM to address equity and diversity, working with the ADAA to reference the C-CODE’s establishment and purpose within the office of the ADAA functional statement. CAB notes that this committee, its role, and integration into JABSOM, needs to be established and included in the Executive summary of the JABSOM reorganization document, and within the substance of the JABSOM reorganization, after consultation with JFS and JABSOM faculty; and,

**THEREFORE, BE IT RESOLVED** that the Mānoa Faculty Senate opposes the Reorganization Proposal of the John A. Burns School of Medicine, University of Hawai‘i at Mānoa, as it is written, and because it was implemented prior to consultation with JABSOM faculty, and because it does not adequately address the concerns identified by CAB, as mentioned above; and,

**BE IT FURTHER RESOLVED** that the Mānoa Faculty Senate reproves the UH and JABSOM administration for repeatedly implementing reorganizations before seeking “consultation” with the respective college(s) and the Mānoa Faculty Senate in violation of established UH reorganization procedures and fundamental academic principles of shared governance; and,

**BE IT FINALLY RESOLVED** that the Mānoa Faculty Senate calls for these concerns to be meaningfully discussed with JABSOM faculty and the JFS, so that concerns, conflicts of interest, omissions, and errors can



be addressed, assuaged, solved, corrected, and re-presented to JFS, JABSOM faculty, and then to the CAB for reassessment and support.

*Supporting documents:*

1) [JABSOM Consultation Letter dated March 19, 2021](#) and [JABSOM Reorg Proposal](#)



May 7, 2021

Jerris R. Hedges, MD, MS, MMM  
Professor and Dean  
John A. Burns School of Medicine  
651 Ilalo Street  
Medical Education Building  
Honolulu, HI 96813

Dear Dr. Hedges:

Thank you for your letter dated March 19, 2021 requesting input and comments on the John A. Burns School of Medicine (JABSOM) reorganization proposal. The Mānoa Staff Senate (MSS) reached out to JABSOM staff employees and gathered their feedback. We were pleased to hear many positive responses and to learn that staff employees were consulted throughout the process.

The MSS did receive feedback from a JABSOM Civil Service employee who shared that he was not aware of the reorganization proposal at all. The MSS did recommend the employee check in with his direct supervisor for information and how he may be impacted.

We understand the proposed JABSOM unit structures have been in place for some time before the reorganization proposal was released publicly for consultation. This is a concern for the MSS. The consultation process and required approvals should take place before changes in structure and functions are made to existing units.

Thank you for this opportunity to share the valuable input of our staff employees. We look forward to working with JABSOM as we move forward. Please contact me at [msschair@hawaii.edu](mailto:msschair@hawaii.edu) and the MSS Executive Board at [uhmstaff@hawaii.edu](mailto:uhmstaff@hawaii.edu) if there are any questions on the information provided.

Mahalo nui loa,

Digitally signed by Jaret KC  
Leong  
Date: 2021.05.07 13:35:06 -10'00'

Jaret KC Leong  
Chair



UNIVERSITY OF HAWAII  
PROFESSIONAL ASSEMBLY

April 20, 2021

Jerris R. Hedges, MD, MS, MMM  
Dean JABSOM  
University of Hawaii at Manoa  
John A. Burns School of Medicine  
Medical Education Building  
651 Ilalo Street  
Honolulu, Hawaii 96813

Dear Dean Hedges:

RE: Proposed Reorganization of the John A. Burns School of Medicine at the University of Hawaii at Manoa, letter dated March 19, 2021.

Pursuant to Article I, Recognition, Article III, Maintenance of Rights and Benefits, and Article XVII Representation Rights, paragraphs I. and §89-9(c), HRS, the University of Hawaii Professional Assembly (UHPA), appreciates the opportunity to engage in consultation with the University of Hawaii (UH) over the above-cited subject matter.

Based on UHPA's review and in consultation with the affected Unit 7 Faculty, we do not have any input or comments to offer at this time. If you have any questions regarding UHPA's response above, please feel free to contact me at 593-2157 or via email at [takeno@uhpa.org](mailto:takeno@uhpa.org).

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dwight Takeno'.

Dwight Takeno  
UHPA Associate Executive Director

cc: Christian Fern, UHPA Executive Director  
James Kardash, UHPA Associate Executive Director

## UPW: May 3, 2021 Comments



UNIVERSITY  
of HAWAII  
SYSTEM

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### Re: JABSOM Proposed Reorganization Consultation Review Request

1 message

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**Michele Hebblethwaite** <mhebblethwaite@upwhawaii.org>

Mon, May 3, 2021 at 2:56 PM

To: Nancy Foster <nkfoster@hawaii.edu>

Cc: Corinne Seymour <cseymour@hawaii.edu>, Sarah Hirakami <srh27@hawaii.edu>, Kathy Matsumoto <morifuji@hawaii.edu>, Sheila H Izuka <sheilak3@hawaii.edu>

Aloha Nancy,

Based on Kathy Matsumoto's email, dated March 22, 2021, confirming that the reorganization consultation does not impact any UPW Unit 1 membership, the consultation was treated for informational purposes only. I also informed Sarah Hirakami of Matsumoto's email and that a response letter would not be forthcoming. Mahalo.

Michele Hebblethwaite  
Assistant Division Director  
United Public Workers  
[1426 North School Street](#)  
[Honolulu, Hawaii 96817](#)  
Office Number: 847-2631

On Mon, May 3, 2021 at 1:21 PM Nancy Foster <nkfoster@hawaii.edu> wrote:

Aloha UPW Assistant Division Director Hebblethwaite,

On behalf of our dean, Dr. Jerris Hedges, we just wanted to send a friendly review request reminder. We would very much appreciate receiving any consultation questions, comments, or acknowledgment that UPW may have regarding JABSOM's reorganization proposal no later than Friday, May 7<sup>th</sup>. If you have any questions, please let me know. Mahalo, for your time and consideration.

*Kind regards,*

*Nancy*



*Nancy Foster, EdD, MA, CGMA, CPA \**

*CFO/ Assoc. Dean of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*  
*651 Ilalo Street, Medical Education Building Dean's Office*  
*Honolulu, Hawaii 96813*  
*Direct: 808-692-1201*  
*Cell: 808-341-8886*

*\*Not in public practice, licensed in Arizona & Colorado*

**From:** Michele Hebblethwaite <[mhebblethwaite@upwhawaii.org](mailto:mhebblethwaite@upwhawaii.org)>  
**Sent:** Monday, March 22, 2021 10:46 AM  
**To:** Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)>  
**Cc:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>; Corinne Seymour <[cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)>; Sarah Hirakami <[srh27@hawaii.edu](mailto:srh27@hawaii.edu)>  
**Subject:** Re: JABSOM Proposed Reorganization Consultation Review Request

Aloha Kathy,

Thank you for your prompt response.

Michele Hebblethwaite  
Assistant Division Director  
  
United Public Workers  
[1426 North School Street](#)  
[Honolulu, Hawaii 96817](#)  
  
Office Number: 847-2631

On Mon, Mar 22, 2021 at 10:38 AM Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)> wrote:

Aloha Michele,

This is to confirm that our proposed reorganization does not impact any UPW Unit 1 employees. Please let me know if you need any additional information.

Mahalo,

Kathy

*Kathy Matsumoto*

*Senior Lead Human Resources Specialist*

*University of Hawaii at Manoa*

*John A. Burns School of Medicine*

*Office of Human Resources*

*651 Ilalo Street, MEB 4<sup>th</sup> Floor*

*Honolulu, HI 96813*

*(808) 692-1176*

*(808) 692-1261 (fax)*

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**From:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>

**Sent:** Monday, March 22, 2021 10:00 AM

**To:** Michele Hebblethwaite <[mhebblethwaite@upwhawaii.org](mailto:mhebblethwaite@upwhawaii.org)>

**Cc:** Sarah Hirakami <[srh27@hawaii.edu](mailto:srh27@hawaii.edu)>; Kathy Matsumoto <[morifuji@hawaii.edu](mailto:morifuji@hawaii.edu)>; Coco Seymour <[cseymour@hawaii.edu](mailto:cseymour@hawaii.edu)>

**Subject:** RE: JABSOM Proposed Reorganization Consultation Review Request

Aloha Michele,

I have copied Kathy Matsumoto, JABSOM's HR Senior Lead and Coco Seymour, our Chief Administrative Officer, on your email request. We will send the list of our UPW employees to you either later today or by close of business tomorrow.

*Kind regards,*

*Nancy*

***Nancy K Foster, EdD, MA, CGMA, CPA\****

***CFO & Ex. Dir. of Admin, Finance & Operations***



***University of Hawaii at Manoa, John A Burns School of Medicine***

***651 Ilalo Street, MEB Dean's Office***

***Honolulu, HI 96813***

***work direct: 808-692-1201***

***cell: 808-341-8886***

***fax: 808-692-1267***

***email: [nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)***

***\*Not in public practice, licensed in Arizona & Colorado***



**From:** Michele Hebblethwaite <[mhebblethwaite@upwhawaii.org](mailto:mhebblethwaite@upwhawaii.org)>  
**Sent:** Monday, March 22, 2021 8:32 AM  
**To:** Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)>  
**Cc:** Sarah Hiramaki <[srh27@hawaii.edu](mailto:srh27@hawaii.edu)>  
**Subject:** Re: JABSOM Proposed Reorganization Consultation Review Request

Aloha Nancy,

I wanted to confirm with you if there are any impacted Unit 1 employees regarding the JABSOM reorganization? If so, please provide me the affected employees names, telephone numbers, emails, and hours of work. Mahalo.

Michele Hebblethwaite  
Assistant Division Director  
  
United Public Workers  
[1426 North School Street](#)  
[Honolulu, Hawaii 96817](#)  
  
Office Number: 847-2631

On Mon, Mar 22, 2021 at 7:35 AM Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)> wrote:

Aloha Michele,  
  
Mahalo. We will mail a hard copy to your attention and correct Ms Ho's title on the letter.  
  
Nancy Foster  
  
Sent from my iPhone

On Mar 22, 2021, at 07:28, Michele Hebblethwaite <[mhebblethwaite@upwhawaii.org](mailto:mhebblethwaite@upwhawaii.org)> wrote:

Aloha Nancy,  
  
I am acknowledging receipt of your consultation. I will be processing the consultation and request that you mail the reorganization proposal to my attention. Additionally, it should be noted that Elizabeth C. Ho's position at United Public Worker is Administrator. Mahalo.  
  
Michele Hebblethwaite  
Assistant Division Director  
  
United Public Workers  
[1426 North School Street](#)  
[Honolulu, Hawaii 96817](#)  
  
Office Number: 847-2631

On Fri, Mar 19, 2021 at 2:59 PM Nancy Foster <[nkfoster@hawaii.edu](mailto:nkfoster@hawaii.edu)> wrote:

Aloha UPW State Director Ho,

On behalf of our dean, Dr. Jerris Hedges, please find the attached letter requesting UPW's review of our John A Burns School of Medicine (JABSOM) reorganization proposal listed on the UH Mānoa website [here](#).

If you prefer to receive a hard copy of JABSOM's 69-page reorganization proposal (PDF attached) to assist with UPW's review or have any questions, please let me know. Mahalo and have a wonderful weekend

*Kind regards,*

*Nancy*

<image001.png>

*Nancy Foster, EdD, MA, CGMA, CPA\**

*CFO & Ex. Director of Administration, Finance & Operations*

*University of Hawaii, John A Burns School of Medicine*

*651 Ilalo Street, Medical Education Building Dean's Office*

*Honolulu, Hawaii 96813*

*Direct: 808-692-1201*

*Cell: 808-341-8886*

*\*Not in public practice, licensed in Arizona & Colorado*

## SUMMARY OF CONSULTATION WITH JABSOM FACULTY SENATE

## JABSOM Reorganization Plan – Consultations with JABSOM Faculty Senate

1. In June of 2020, Dean Hedges and Nancy Foster presented the JABSOM reorganization plan to JFS. The plan was discussed. No major opposition voiced by JFS at this meeting although some concerns raised. There was no formal vote called at JFS at this time.
2. In April 2021, there was inquiry from MFS to JFS to provide details of consultation. This prompted a detailed JFS review of the reorg plan and sharing areas of concern based on this review to the Executive Team on April 23, 2021. (Attachment A)
3. There was an Ad Hoc Meeting of the JFS and Executive Team on May 6, 2021 and subsequently response from the Executive Team to the issues raised by JFS in its Memo dated April 22<sup>nd</sup> 2021. (Attachment B) – the date of this memo is May 10, 2021
4. The JFS leadership circulated this to its members on May 25, 2021 with a request for feedback or concerns. No concerning feedback was obtained from the Senators of JFS.
5. JABSOM Exec Team provided JFS with updated version of the reorg plan on August 30, 2021.
6. The JFS Formally approved this reorg plan at its regularly scheduled meeting on October 28, 2021.

Respectfully Submitted to CAB on February 17, 2022

Venkataraman Balaraman, MBBS

Chair, JABSOM Faculty Senate

JFS input to MFS (Solicited) on JABSOM Reorg Plan Currently awaiting approval at the UH Manoa Administrative Level

1. JFS Convened an ad hoc meeting to discuss the format and content for this request for input from MFS on April 22<sup>nd</sup> 2021 by Zoom with majority of the membership participating on this call.
2. The reorganization plan has been a long process having started on late 2019 with submission of documents to UH Manoa in late 2020. JFS was not a part of all the iterations of document development and formally was informed about the plan in our June 2020 meeting.
3. General Responses to Global Reorganization Plan with specific issues related to moving of different units into different charts: As noted in the Executive Summary, JFS raised concern about the moving of GDO from Chart V to Chart III. There is ongoing concern that this issue was not fully addressed within the Executive team and in the Executive summary. One of the Departments within the School of Medicine held a formal vote to oppose this plan. Several members of JFS continue to be concerned about the potential for this move to be detrimental to the contracting and research enterprise of JABSOM especially for activities involving the Clinical departments.
4. In the new organizational structure, one of the concerns voiced during some of the departmental meetings, which did not make it to the Executive Summary, is the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments. The ODIO sits in Chart II (with education) while the Clinical Departments are in Chart V (where all of the Graduate training of residents occurs). There is lack of clarity on how this oversight and alignment will be achieved.
5. With respect to the position of Academic Dean of Clinical Affairs, both in Charts showing “Current” and “Proposed” states – the position is marked as \*to be established. There was a sense that this was an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.
6. From a clinical departmental perspective, there was concern that the current discussions with affiliated health care systems of Queens Medical Center and Hawaii Pacific Health are not even mentioned in the Executive Summary as there is a potential for both impact on educational systems and leadership at the level of the health systems. It is acknowledged that many of these discussions occurred at the tail end of finalization of the reorganization plan but JFS feels that the impact of these changes could be significant and should be potentially addressed in the Executive Summary at least as a variable.
7. One of the Departmental members also voiced concerns with respect to the lack of reference to Equity and Diversity anywhere in the document. This is one of the pillars of the mission of UH and the sentiment that it was not mentioned in any of the document would be construed as being irrelevant to JABSOM.
8. There was concern expressed with regards to the assumed relationship between AAMC and LCME. It has been established the LCME is independent accrediting body and does not function under AAMC. Statements on the first page of Executive Summary and 3<sup>rd</sup> and 4<sup>th</sup> pages of the Narrative document should be modified to clarify the current version of the document.
9. With respect to Department of Pediatrics, there was a recommendation for factual correction on Pages 32 and 61 to reflect that the department does not currently offer a fellowship in Adolescent Medicine.

10. The JFS acknowledges the effort that has been put into getting this document put together by the Administrative and Executive teams. The above issues discussed and put together by the membership reflects an effort to make the whole process and document to be more inclusive to achieve a robust and durable reorganization structure with supporting documentation.

Notes taken and compiled by Venkataraman Balaraman, Secretary, JABSOM Faculty Senate

Submitted to Manoa Faculty Senate on behalf of JFS by Richard Allsopp, JABSOM Faculty Senate

Mahalo for setting up and hosting the JFS special meeting last Thursday to continue our discussion related to JABSOM's reorg. I wanted to follow up and summarize what our executive leadership will work on based on the JFS requests and concerns. Please take a look at the list below and let me know what I may have missed. Thanks!

1. JFS was not a part of all the iterations of document development and formally was informed about the plan in our June 2020 meeting.

*a. Thank you for this feedback. In the future, JABSOM will engage the JFS more often in the process. Increased reorganization engagement frequency may mirror the Executive Committee feedback requests as opposed to waiting for the Executive Committee to approve the reorg before discussing with the JFS. That being said, there was considerable dialogue with individual departments and their faculty and communications with basic science and clinical science chair groups. In an endeavor of this nature there are multiple overlapping constituencies and being certain that all have been reached has been challenging at times.*

2. General Responses to Global Reorganization Plan with specific issues related to moving of different units into different charts: As noted in the Executive Summary, JFS raised concern about the moving of GDO from Chart V to Chart III. There is ongoing concern that this issue was not fully addressed within the Executive team and in the Executive summary. One of the departments within the School of Medicine held a formal vote to oppose this plan. Several members of JFS continue to be concerned about the potential for this move to be detrimental to the contracting and research enterprise of JABSOM, especially for activities involving the Clinical departments.

*a. We appreciate the JFS's clarity provided regarding this issue. We were unaware that a department had a formal vote on this issue. The Dean will work with the Executive team to revise Chart III's Fundamentals of Health Sciences Departments' name and expand the functional statements for the Associate Dean for Research (ADR) office and GDO (which may also require a name change). The purpose of these name and function modifications is to add clarity and articulate the full scope of these offices.*

*A more appropriate name for Chart III is the Office of the Associate Dean for Research, Graduate Studies, and Grant Development. As discussed with the JFS, medical schools are highly matrixed and linear organizational charts conceptually do not reflect either the function of the school or the matrixed relationships. The Office of the ADR is a shortened title, but the work of that office includes fostering faculty research mentorship and support of basic, translational and clinical research across JABSOM.*

*The role of the ADR is foster use of GDO by JABSOM faculty members preparing research grants, not to restrict access to GDO support by person, discipline, or other factors. When the Vice Chancellor for Research announces a grant opportunity that allows only one submission per unit or per campus, the ADR is tasked with working with the department chairs and investigators to identify potential applicants and oversee a process that will assist with selection of the strongest application. Also, the ADR is charged with overseeing JABSOM investigator bridge-funding across all departments. Unfortunately, in these difficult times, not all investigators can receive bridge funding and the extent of bridge funding will be limited based upon RTRF not committed to cover research infrastructure expenses.*

*As discussed with the JFS, the purpose of the organizational chart is to show the reporting relationship of UH Perm positions. UH Temp positions, RCUH positions, UHP/health system medical group positions, and volunteer faculty/staff positions are not shown. We placed the*

*GDO box under the ADR because the GDO personnel currently report to the ADR and the Dean. In Chart V, the GDO team would incorrectly appear to be reporting to CFO/ Assoc. Dean of Administration, Finance & Operations.*

3. In the new organizational structure, one of the concerns voiced during some of the departmental meetings, which did not make it to the Executive Summary, is the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments. The ODIO sits in Chart II (with education) while the Clinical Departments are in Chart IV (where all of the Graduate training of residents occurs). There is a lack of clarity on how this oversight and alignment will be achieved. With respect to the position of Academic Dean of Clinical Affairs, both in Charts showing “Current” and “Proposed” states – the position is marked as \*to be established. There was a sense that this was an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues.

*a. Again, it is important to recognize the matrix relationships within JABSOM as it comes to the departments, educational programs, and associate dean roles. The department chairs work with the Dean and the Associate Deans (as determined by the specific academic mission overseen by the Associate Dean). Dr. Pat Blanchette served as the interim Associate Dean for Clinical Affairs (ADCA) as a non-comp UH E/M position during this reorganization's development. Pat Blanchette retired in September 2020. Due to COVID and the state/UH hiring freeze, JABSOM has not replaced this position. However, the Dean is working with QMC and HPH to assist in funding clinical E/M leadership positions.*

*Indeed, given that the clinical departments will be increasingly engaging with the major health systems for the operation of clinical academic practices to provide the appropriate clinical learning environment and assist with recruitment of new academic clinical faculty members, it is expected that JABSOM will work with the health systems to assist with the development and funding of E/M Associate Dean for Clinical Programs positions with ties to the major health systems. As temporary E/M positions, these positions will not have position numbers listed on the organizational chart when created and funded.*

4. From a clinical departmental perspective, there was concern that the current discussions with affiliated health care systems of Queens Medical Center and Hawaii Pacific Health are not even mentioned in the Executive Summary as there is a potential for both impact on educational systems and leadership at the level of the health systems. It is acknowledged that many of these discussions occurred at the tail end of finalization of the reorganization plan but JFS feels that the impact of these changes could be significant and should be potentially addressed in the Executive Summary at least as a variable.

*a. The Dean explained that the discussions with the affiliated health care systems began after this reorganization was ready for submission. Our conversations with the health care systems are continuing. As noted above, the discussions with the major health systems are expected to lead to E/M Associate Dean for Clinical Programs positions with ties to the major health systems. The to be established footnoted Associate Dean position on Chart IV should be changed to Associate Dean positions(s). Other than that small change, the focus and outcomes of discussions with the health systems will not modify JABSOM's UH organizational chart permanent positions nor its reported lines of supervision. Thus, further elaboration in this reorganization is not needed. As our health care system discussions continue, the Dean will continue to keep the JFS updated.*



5. One of the Departmental members also voiced concerns with respect to the lack of reference to Equity and Diversity anywhere in the document. This is one of the pillars of the mission of UH and the sentiment that it was not mentioned in any of the document would be construed as being irrelevant to JABSOM.

*a. The Dean noted that the new establishment of the Coordinating Committee on Opportunity, Diversity, and Equity (C-CODE) provides an essential function within JABSOM to address equity and diversity. C-CODE was established to supplement our JABSOM strategic plan after this reorganization process had neared completion. This coordinating committee crosses JABSOM's missions, departments, and programs. The C-CODE membership comprises existing JABSOM students/residents, faculty and staff employees. This committee reports to the Associate Dean of Academic Affairs (ADAA) and does not have a permanent UH position assigned to only serve on this committee. We will work with the ADAA to reference the C-CODE's establishment and purpose within the office of the ADAA functional statement.*

6. There was concern expressed with regards to the assumed relationship between AAMC and LCME. It has been established the LCME is independent accrediting body and does not function under AAMC. Statements on the first page of Executive Summary and 3rd and 4th pages of the Narrative document should be modified to clarify the current version of the document.

*a. Thank you for catching these errors. We will correct these statements. Although the AAMC is a co-sponsor of the LCME and some annual reporting to the AAMC is used in the LCME process, we agree that we should not imply that the AAMC is an accrediting body.*

7. With respect to Department of Pediatrics, there was a recommendation for factual correction on Pages 32 and 61 to reflect that the department does not currently offer a fellowship in Adolescent Medicine.

*a. Thank you for letting us know about this change. We will delete the mention of this fellowship.*

# JABSOM Faculty Senate Meeting Minutes

October 28, 2021

Minutes Recorded by: J. Onoye

## Attendees:

- Yuusuke Marikawa – Anatomy, Biochemistry & Physiology
- Noemi Polgar - Anatomy, Biochemistry & Physiology
- Frederick Bellinger - Cell & Molecular Biology
- Lisa Taniguchi – Communication Sciences & Disorders
- Vedbar Khadkah - Quantitative Health Science
- Samina Ahsan - Geriatric Medicine
- Erlaine Bello – Medicine
- Michelle Tallquist - Medicine
- Sharleen Chock - Native Hawaiian Health
- Richard McCartin - Obstetric, Gynecology & Women's Health
- Jane Uyehara-Lock - Pathology
- Venkatamaran Balaraman – Pediatrics
- Kyra Len - Pediatrics
- Jane Onoye – Psychiatry
- Dan Alicata – Psychiatry
- Dean Mikami – Surgery
- Susan Steinemann - Surgery
- Kenton Kramer - Tropical Medicine, Medical Microbiology & Pharmacology
- Iaian MacPherson - Tropical Medicine, Medical Microbiology & Pharmacology

\*4:01pm - meeting called to order by Venkatamaran Balaraman (President)

1. Minutes review & approval
  - a. Motion to approve – Kyra Len
  - b. Second – Jane Uyehara-Lock
  - c. Approved by consensus
2. Old Business
  - i. Bylaws edits discussion - Dr. Lee Buenconsejo-Lum
    1. Some editing – including old titles; Reorg – change from Basic Sciences to Foundational Sciences (Basic Sciences Dept)
    2. Substantive – 2 new committees J-PAC & C-CODE already discussed at JFS previously
    3. Clinical Educator (non-compensated) not expected to do research, services or admin – only clinical teaching – held to same faculty standards (professional liability coverage, Title IC, evaluation of learners, and evaluated by their Dept chair annual)
    4. Removed post-docs (fellows, not trainees), and post-baccalaureate (Imi program) – but policy in process to hire all postdocs as university employees
    5. Nothing substantive, just to match org chart

6. No change to committee, but updated for videoconferencing for meeting
  7. In last year, Academic Appeals Policy Nov 2020 (for MD Program)
  8. Student Standing and Promotion Committee
  9. ERRC – Eval, Remediation & Review Committee – updating voting membership to align w/ policy
  10. Curriculum Committee for MD program – Dr. Sheri Fong: previously ex-officio students no votes, but now each member has a vote; chair serves a 2 year term, for pre-clerkship and clerkship
  11. Graduate Education Committee – Dr. Michelle Tallquist: clarified meetings as ad-hoc rather than as specified monthly; did not have students on it, but Director of Graduate Education & AD-R were same individual; have not met in some time
  12. General Faculty Meeting in December
  13. Professional Advisory Committee – Drs. De-Ann Carpenter and Lee Buenconsejo-Lum; NEW committee, has met; discussed that although can meet ad-hoc why not make it a formal committee if important
  14. C-CODE (Coordinating Committee on Opportunity Diversity and Equity) - Drs. Lee Buenconsejo-Lum & Winnie Lee – priorities listed for learning & sharing
  15. Other discussion on Faculty on J-1 “special” volunteer faculty have Dean’s letter and some clinical departments with transitions to hospitals on how it may impact entitlement to vote – not impacted since based on JABSOM role but may need to further clarify
- ii. Need a formal vote from JFS on JABSOM Reorg
    1. Dr. Lee Buenconsejo-Lum will send clean copy – and if any feedback send by Monday to Drs. Balaraman or Onoye
    2. Vote to be done electronically
    3. JFS approved the reorg plan by consensus – Dr. Balaraman to inform Manoa CAB
  - iii. LCME Mock Site Visit
    1. Site visit actually scheduled for early 2025; but will have mock in Nov 2021, and another in 2023
      1. One site visit to focus on education; Other to focus on student affairs, counseling, admissions, health services, library etc
      2. Meet w/ students, special students, med student research and innovation
      4. Lunch w/ 1<sup>st</sup> & 2<sup>nd</sup>, and then 3<sup>rd</sup> & 4<sup>th</sup> years
    2. Submitted LCME report in August – some areas require monitoring related to students perception of quality of instruction (Biochem, Immunology, and Microbiology – BIM still under discussion), and Advising
  - iv. Eval of curriculum as whole – Dr. Sheri Fong
    1. highlight of professionalism task force
3. New Business
    - a. Dr. Elizabeth Tam remembrance – Dr. Erlaine Bello
 

Dr. Tam was member of JFS for number of years; many contributions as Chair of Dept of Medicine, strong community advocate; active in research, instrumental in establishing UHP Dept of Medicine Faculty practice plan, and supporting



Nancy Foster <nkfoster@hawaii.edu>

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## JABSOM FACULTY SENATE evaluation of JABSOM Reorg Plan

1 message

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**Venkataraman Balaraman** <venkatar@hawaii.edu>

Thu, Dec 2, 2021 at 10:23 AM

To: Erik Guentner <guentner@hawaii.edu>, Robert Paull <paull@hawaii.edu>

Cc: "Onoye, Jane M" <OnoyeJ@dop.hawaii.edu>, Alexander Stokes <astokes@hawaii.edu>, Michelle Seidel <mseidel@hawaii.edu>

Bcc: nkfoster@hawaii.edu

Hi all:

As the current chair of JFS, I am writing to the leadership of CAB about clarifications requested by CAB earlier this year on our input into the process of development of the reorg document.

As of today there have been robust consultations between JABSOM Executive leadership and JFS on the document and the latest iteration dated August 30, 2021 has been approved by the membership of JFS.

Please do not hesitate to reach out to me should you have any questions.

Warm aloha and safe holidays.

--

V. Balaraman, MBBS

Vice-Chair and Interim Associate Chair for Research

Department of Pediatrics

Program Director and Principal Investigator

Joint NPM Fellowship Program and HIPACT<sup>2</sup>

Chair, JABSOM Faculty Senate

John A. Burns School of Medicine at the University of Hawai'i at Manoa

## SUMMARY RESPONSE TO MFS CAB SPRING 2022



*The John A. Burns School of Medicine (JABSOM) leadership appreciates the opportunity to respond to the consultative comments made by the Mānoa Faculty Senate's (MFS) Committee on Administration & Budget (CAB) regarding the 2021 reorganization of the John A. Burns School of Medicine (JABSOM). To assist those who have reviewed the CAB resolution, we have copied the body of the resolution for consideration by the MFS and have placed responses in [highlighted brackets] following each comment.*

**Regarding the AY 2020-2021 reorganization of the John A. Burns School of Medicine**

**WHEREAS**, the Mānoa Faculty Senate has been asked to evaluate and provide a recommendation on the Reorganization Proposal for the John A. Burns School of Medicine (JABSOM), University of Hawai'i at Mānoa; and,

**WHEREAS**, the JABSOM Faculty Senate (JFS) and JABSOM faculty conferred on the "Reorganization Proposal John A. Burns School of Medicine, University of Hawai'i at Mānoa" (JABSOM Re-organization) with the Committee on Administration and Budget (CAB) for review, consideration, and recommendations; and,

**WHEREAS**, CAB received the first version of this proposal (dated March 26, 2021) on April 01, 2021, with a return date requested of May 07, 2021, and discussed this proposal at the CAB meeting on April 07, 2021; and,

[The reorganization proposal was presented to the JABSOM Faculty Senate (JFS), Executive Committee and JABSOM departments during AY 2019-2020; and during AY 2020-2021 was presented at JABSOM's General Faculty and All Staff meetings, and JABSOM's student body before submittal to the Provost and UHM Chief Business Officer offices in December 2020. The proposal was ready for review by all eight UHM consultative bodies (i.e., three unions, faculty and staff senates, Kualii Council, and two student groups) in Spring of 2021. All consultative bodies except for the MFS finalized their review responses in May 2021. However, the UHM Provost asked that the final MFS proposal consultation review not be finalized until AY 2021-2022. With the challenges of the pandemic, there appeared to be confusion regarding who (JABSOM leadership or UHM leadership) would forward the follow-up document to the MFS in AY 2021-2022. As noted by the CAB, they finally received the document in Spring 2021. Again, JABSOM had been asked by the UHM Provost to withdraw the proposal until Fall 2021 when it was resubmitted to UHM and eventually to the CAB.]

**WHEREAS**, CAB was later informed that JABSOM Faculty Senate received the proposal on March 26, 2021 and that parts of the reorganization had already been implemented; and,

[As noted in the highlighted response above, the full JFS, JABSOM General Faculty Meeting, the JABSOM executive committee (which includes the JFS President), and individual faculty members during departmental meetings were consulted regarding the reorganization repeatedly during AY 2019-2020 and AY 2020-2021. It is unclear what is meant by the CAB statement "that parts of the reorganization had already been implemented." Where additional information from the CAB is provided below, specific responses are provided.]





**WHEREAS**, CAB then prepared a draft resolution indicating concerns with the proposal, particularly the lack of faculty input, and shared this with JABSOM when CAB was informed that Provost Bruno and Dean Hedges had withdrawn the proposal on or before May 04, 2021; and,

[As noted above, the timeline and multiple consultations were more extensive than suggested in the CAB resolution.]

**WHEREAS**, a revised proposal dated August 30, 2021 was discussed with the JABSOM Faculty Senate and was approved by them in November 2021, and a modified version (dated January 18, 2022) with markups was received by CAB on January 18, 2022; and,

**WHEREAS**, CAB noted two remaining concerns with this proposal: (i) it did not detail the consultation with the JABSOM Faculty Senate, and, (ii) it did not adequately address the concerns expressed in the proposed spring 2021 CAB draft resolution sent to the JABSOM Executive team; and,

[The response by JABSOM leadership to the CAB did note the formal review by the JFS. The JFS unanimously voted to support the reorganization and there were no remaining concerns noted by the JFS at that time. It is unclear why further detail would be required now by the CAB or the MFS.]

**WHEREAS**, CAB was informed on March 02, that Dean Hedges believed that the proposal addressed all of CAB's concerns; and,

**WHEREAS**, after considering comments and correspondence with the JABSOM Executive team, CAB has 6 (six) points of concern, detailed below, regarding the JABSOM Re-organization; and,

**WHEREAS**, it appears the JABSOM reorganization was already fully implemented prior to meaningful input, consultation, or approval from the JABSOM Faculty Senate (JFS) or JABSOM faculty in general. The majority of JABSOM faculty were unaware of the ongoing JABSOM reorganization or the reorganization proposal. Concerns appear ignored and/or not fully addressed by the Executive team, in the Executive summary of the reorganization document, or in the substance of the reorganization document, nor have they been adequately discussed in subsequent comments or correspondence from the Executive team. The JABSOM Executive team admits to this lapse in consultation, but stipulates in subsequent communications that *"In the future, JABSOM will engage the JFS more often in the process."* This is another example of the administration undertaking unilateral changes prior to required consultation and approval from faculty and senates; and,

[The issues have been addressed with the JFS. The JABSOM leadership was surprised when it first learned of these concerns which apparently individual faculty members had brought to the MFS in AY 2020-2021. As a result, the JABSOM leadership intensified its discussions, not just with the JFS, but also with the individual faculty through dialogue at departmental faculty meetings, departmental chairs meetings, the JABSOM executive committee, and at the JABSOM general faculty meeting. The issues and some associated misunderstandings (once brought to the attention of JABSOM leadership) were addressed through extensive faculty dialogue.]



**WHEREAS**, moving the Grants Development Office (GDO) is of concern to CAB. This new position and its placement within the JABSOM organization is detrimental to the contracting and research enterprise of JABSOM, and creates conflicts of interest of various types within JABSOM. These include possible biases by the ADR towards research departments over clinical departments, and with regard to limited submission opportunities. A conflict of interest may arise in regards to self-resourcing, or resourcing researchers, who subsequently improve the outcomes, metrics and grant opportunities for the ADR personally. There does not appear to be a process to apply for bridge funds that is not subject to the ADR, there do not appear to be any checks and balances, nor oversight of these procedures, and no apparent management of the ADR's conflicts of interest. These issues were not adequately addressed by the Executive team, in the Executive summary of the reorganization document, in the substance of the JABSOM reorganization, or adequately discussed in subsequent comments or correspondence from the Executive team. The GDO or the ADR position should be reallocated in the JABSOM organization to an alternative location, to avoid conflicts, or the issues should be addressed, managed and resolved clearly and in detail, within the body of the reorganization document, with consultation with JFS and JABSOM faculty; and,

[The JABSOM leadership appreciates the issue raised, although this issue appears to be based upon several misunderstandings. This issue has been addressed in the reorganization as follows: We revised Chart III's Fundamentals of Health Sciences Departments' name and expanded the functional statements for the Associate Dean for Research (ADR) office and GDO (which may also require a name change). The purpose of these name and function modifications is to add clarity and articulate the full scope of these offices, as they currently exist.

A more appropriate (but excessively long) name for Chart III would be the "Office of the Associate Dean for Research, Graduate Studies, and Grant Development." As discussed with the JFS, medical schools are highly matrixed and linear organizational charts conceptually reflect neither the function of the school nor the many matrixed relationships. The Office of the ADR is a shortened title, but the work of that office includes fostering faculty research mentorship and support of basic, translational, and clinical research across all JABSOM.

The role of the ADR is to encourage the use of the GDO by JABSOM faculty members preparing research grants, not to restrict access to GDO support by person, discipline, or other factors. When a limited submission grant opportunity (i.e., one submission per unit or per campus) is announced, the ADR is tasked with working with the department chairs and investigators to identify potential applicants and oversee a process that will assist with selection of the strongest application. Decisions regarding limited submission at the campus level are made by the Vice-Provost for Research. Also, the ADR is charged with overseeing JABSOM investigator bridge-funding across all departments. Unfortunately, in these difficult times, not all investigators can receive bridge funding. The extent of bridge funding will be limited based upon RTRF which is not committed to cover research infrastructure expenses. The ADR reviews bridging needs and priorities with department chairs and works with the Dean to address school-wide priorities.

As discussed with the JFS, the purpose of the organizational chart is to show the reporting relationship of UH Perm positions. UH Temp positions, RCUH positions, UHP/health system medical group positions, and volunteer faculty/staff positions are not shown. We placed the GDO box under the ADR because the GDO





personnel through their RCUH job descriptions report to the ADR and the Dean. If placed in Chart V, the GDO team would incorrectly appear to be reporting to CFO/ Assoc. Dean of Administration, Finance & Operations.]

**WHEREAS**, the potential oversight from the Associate Dean for Academic Affairs over Clinical Departments lacks clarity on how this oversight and alignment will be achieved, in the executive summary or in the JABSOM re-organization itself, despite being discussed in subsequent correspondence with JFS. As such, CAB asks that this issue be addressed clearly in detail in the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,

[Again, it is important to recognize the matrix relationships within JABSOM as it comes to the departments, educational programs, and associate dean roles. The department chairs work with the Dean and all the Associate Deans (as determined by the specific academic mission overseen by the Associate Dean). The Associate Dean for Academic Affairs addresses educational program regulatory issues (including some key faculty development issues) working with program support within the dean's office (e.g., MD admissions, medical library, student affairs, medical education, clinical skills, etc.) and the clinical department chairs and residency program directors. This role is illustrated and discussed in the re-organization charts. This information has been part of the extensive consultation with the JFS and JABSOM faculty.]

**WHEREAS**, with respect to Academic Dean of Clinical Affairs, both Charts show the "Current" and "Proposed" position as "\*to be established." There is concern that this is an existing position, and it is unclear if Clinical Departments will be left with no leadership at the Executive Team level for discussion of their issues. Subsequent comments and correspondence from the Executive team have not provided clarity on this issue, and should be addressed clearly in detail within the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,

[Again, it is important to recognize the matrix relationships within JABSOM as it comes to the departments, educational programs, and associate dean roles. The department chairs work with the Dean and all the Associate Deans (as determined by the specific academic mission overseen by the Associate Dean). Dr. Pat Blanchette previously served as the interim Associate Dean for Clinical Affairs (ADCA) as a non-comp UH E/M position during this reorganization's development. Pat Blanchette retired in September 2020. Due to COVID and the state/UH hiring freeze, JABSOM has not replaced this position. However, the Dean is working with Queens Medical Center (QMC) and Hawaii Pacific Health (HPH) to assist in funding clinical E/M leadership positions.

Indeed, given that the clinical departments will increasingly engage with the major health systems for the operation of clinical academic practices to provide the appropriate clinical learning environment and assist with recruitment of new academic clinical faculty members, JABSOM will work with the health systems to assist with the development and funding of E/M Associate Dean for Clinical Programs positions with ties to the major health systems. As temporary E/M positions, these positions will not have position numbers listed on the organizational chart when created and funded.]

**WHEREAS**, the current discussions with affiliated health care systems (Queens Medical Center and Hawaii Pacific Health) are not mentioned in the Executive Summary. It does not consider potential for both impact on



educational systems and leadership at the level of the health systems. Despite being discussed in subsequent comments or correspondence from the Executive team, there is no clarity on this issue, and as such should be addressed clearly, in detail, within the body of the reorganization document, after consultation with JFS and JABSOM faculty; and,

[The discussions with the affiliated health care systems began after this reorganization was ready for submission. With the support of the UH President, UH Manoa Provost and Board of Regents and with UHPA consultation, academic affiliation agreements with two major health systems have been implemented. These affiliation agreements have no bearing on the JABSOM organizational chart other than the expectation that Associate Dean for Clinical Programs position(s) will be developed with and funded by the affiliated health systems. At that point, the “to be established footnoted Associate Dean” position on Chart IV would be changed to Associate Dean positions(s). Other than that small change (essentially a change of practice plan support of the clinical academic mission) through the academic affiliation agreements, there is no modification of JABSOM’s UH organizational chart permanent positions nor its reported lines of supervision. Thus, further elaboration in this reorganization is not needed.]

**WHEREAS**, reference to Equity and Diversity (E&D) is not evident anywhere in the document. This is one of the pillars of the UH mission, and the lack of reference may be construed as E&D being irrelevant to JABSOM. Subsequent correspondence with JFS indicates that JABSOM is establishing a new Coordinating Committee on Opportunity, Diversity, and Equity (C-CODE), which provides an essential function within JABSOM to address equity and diversity, working with the ADAA to reference the C-CODE’s establishment and purpose within the office of the ADAA functional statement. CAB notes that this committee, its role, and integration into JABSOM, needs to be established and included in the Executive summary of the JABSOM reorganization document, and within the substance of the JABSOM reorganization, after consultation with JFS and JABSOM faculty; and,

[JABSOM has long been a campus leader in equity and diversity (E&D). The JFS helped the JABSOM leadership adopt the goal of advancing opportunity, diversity, and equity across all its missions in the school’s strategic plan. JABSOM’s proposed reorganization was first submitted to the Provost in December 2020 and JABSOM’s E&D initiatives have continued to evolve. JABSOM is among the first medical schools to participate in the Association of American Medical Colleges (AAMC)’s Diversity, Inclusion, Cultural & Equity (DICE) initiative launched in late 2021. The Coordinating Committee on Opportunity, Diversity, and Equity (C-CODE) serves an essential role within JABSOM to address equity and diversity. C-CODE was established as part of the JABSOM updated strategic plan. This coordinating committee crosses JABSOM’s missions, departments, and programs. The C-CODE membership comprises existing JABSOM students/residents, faculty members, and staff employees. This committee reports to the ADAA and uses existing permanent (and temporary) UH positions assigned throughout JABSOM. In response to faculty feedback, discussion of C-CODE’s establishment and purpose was added to the re-organization within the office of the ADAA functional statement.]





**THEREFORE, BE IT RESOLVED** that the Mānoa Faculty Senate opposes the Reorganization Proposal of the John A. Burns School of Medicine, University of Hawai'i at Mānoa, as it is written, and because it was implemented prior to consultation with JABSOM faculty, and because it does not adequately address the concerns identified by CAB, as mentioned above; and,

[It is unclear exactly how an impression of either not addressing faculty concerns or implementation occurring prior to consultation arose, but JABSOM leadership believes the intent of faculty consultation has been met.]

**BE IT FURTHER RESOLVED** that the Mānoa Faculty Senate reproves the UH and JASBOM administration for repeatedly implementing reorganizations before seeking “consultation” with the respective college(s) and the Mānoa Faculty Senate in violation of established UH reorganization procedures and fundamental academic principles of shared governance; and,

[As noted above, JABSOM leadership disagrees with the assessment of the CAB.]

**BE IT FINALLY RESOLVED** that the Mānoa Faculty Senate calls for these concerns to be meaningfully discussed with JABSOM faculty and the JFS, so that concerns, conflicts of interest, omissions, and errors can be addressed, assuaged, solved, corrected, and re-presented to JFS, JABSOM faculty, and then to the CAB for reassessment and support.

[As JABSOM leadership has extensively consulted with the JFS and JABSOM faculty in addition to all related unions on these matters, we believe this re-organization is ready for approval by UH Manoa leadership.]

*Supporting documents:*

1) [\*JABSOM Consultation Letter dated March 19, 2021\*](#) and [\*JABSOM Reorg Proposal\*](#)