Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)
Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by **March 15, 2009**. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: John A. Burns School of Medicine (JABSOM) Administrative Program-Second Level Review

The department would fall under which of the following Vice Chancellor’s offices?

- _____ Academic Affairs  
- _____ Research and Graduate Education  
- _____ Student Services  
- ___X___ Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

JABSOM Dean, Jerris Hedges, Associate Dean of Academic Affairs, Satoru Izutsu and Chief Financial Officer, Nancy Foster

PLEASE NOTE: All Prioritization review results were shared with the JABSOM faculty at the March bi-annual faculty meeting. JABSOM’s Step 3 Administrative & Operational Programs review was completed utilizing the following vision and priorities. JABSOM’s objective during this review was to ensure its priorities followed UHM’s Strategic Plan & Goals, aligned with the UHM Chancellor’s priorities, addressed the WASC Institutional proposal objectives, and would facilitate strategic growth while promoting resource efficiencies and regulatory requirements. JABSOM’s priorities in rank of importance are:

**JOHN A BURNS SCHOOL OF MEDICINE**  
**STEP 3 PRIORITIZATION REVIEW - PRIORITY & DECISION ALIGNMENT CRITERIA**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Decision Alignment</th>
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</table>
| 1 Ensure maintenance and enhancement of core medical student curriculum and programs | UHM Strategic Plan  
Chancellor Priorities  
WASC Institutional Proposed Objectives  
UH Strategic Plan and Goals  
Regulatory Requirements |
| 2 Continue to provide electives for medical & allied health student education for enhancing medical based education for JABSOM & UHM students | UHM Strategic Plan  
Chancellor Priorities  
WASC Institutional Proposed Objectives  
UH Strategic Plan and Goals |
| 3 Maintain a strong research base to meet educational requirements (similar to LCME standards) | UHM Strategic Plan  
Chancellor Priorities  
UH Strategic Plan and Goals  
Strategic Growth  
Regulatory Requirements |
| 4 Maintain revenue generation activities including continuation of offering classes for non-medical & allied health students | UHM Strategic Plan  
Chancellor Priorities  
WASC Institutional Proposed Objectives  
UH Strategic Plan and Goals  
Regulatory Requirements |
| 5 Continue to provide community service enhancing:  
  a. Native Hawaiian Health  
  b. Rural Community Healthcare | UHM Strategic Plan  
Chancellor Priorities  
UH Strategic Plan and Goals  
Strategic Growth  
Opportunity for Efficiencies  
Regulatory Requirements |
| 6 Focus on faculty development & retention while promoting Administration efficiencies | Chancellor Priorities  
WASC Institutional Proposed Objectives  
UHM Strategic Plan  
UH Strategic Plan and Goals  
Strategic Growth  
Opportunity for Efficiencies  
Regulatory Requirements |
JABSOM Administrative Units (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college).

Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/ Restructure/ Merge/ Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
</tr>
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<tbody>
<tr>
<td>UHF DEVELOPMENT (FUNDRAISING &amp; ALUMNI)</td>
<td>LIBRARY SERVICES: ELECTRONIC &amp; PHYSICAL RESOURCES, REFERENCE, COMPUTER LAB</td>
<td>FACULTY DEVELOPMENT, FACULTY AFFAIRS &amp; CONTINUING MEDICAL EDUCATION</td>
<td>ALL PROGRAMS – FROZE NEW HIRING OF VACANT POSITIONS</td>
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<tr>
<td>BASIC SCIENCE FACILITIES EXPANSION PROJECTS ON COURSE: PacRBL &amp; CRCH</td>
<td>SATELLITE ADMIN PROGRAMS: OHR, OIT, OFA, ORS, &amp; FACILITIES</td>
<td>JABSOM DEPARTMENT BUSINESS MANAGERS CLINICAL, RESEARCH &amp; ADMINISTRATION</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MEDICAL ED BLDG PARKING ADMIN &amp; AUXILIARY SERVICES</td>
<td>WILLIED BODY DONATION PROGRAM</td>
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<tr>
<td>GRANTS DEVELOPMENT &amp; COMPLIANCE PI ASSISTANCE</td>
<td>LEGISLATIVE LIASON &amp; COMMUNICATION</td>
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<tr>
<td>JABSOM CLINICAL AFFILIATES &amp; FACULTY PRACTICE PLAN DEVELOPMENT</td>
<td>HOSPITAL &amp; EXTERNAL BUSINESS &amp; LEASING AFFAIRS</td>
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Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

JABSOM’s Administrative Service Units operating scope cover a large range of services that are similar in nature to UH Manoa or other Community campuses. Our Administrative programs falling under the Office of the JABSOM Dean are structured in a manner similar to other Schools of Medicine in the United States in that they serve all JABSOM Clinical and Basic Science departments. These services include JABSOM Offices of Academic Affairs (includes Faculty Development & Affairs), Medical Education (including Office of Student Financial Counseling & Admissions), Research (including Grants Development & Management: Pre & Post Award, Legal & Compliance Reporting), Clinical & Hospital Services including Faculty Practice Plan development, Financial Administration & Operations (including HR, Fiscal, Budgets, Info Systems), Fundraising Development & Alumni & Media\ Publications \ Communications. In addition JABSOM’s Administrative Units have full responsibility for operating and maintaining grounds, 3 parking lots, a basic science building and a medical education building (which includes a food establishment, library, wellness center, and bookstore) and external leasing and space allocations to facilitate our Clinical Research and Practices.

TARGET FOR GROWTH OR INVESTMENT: Many of JABSOM’s targeted for growth or investment programs have been previously approved and are in progress. JABSOM’s programs listed under this category are funded and/or anticipated to be funded from external resources (i.e. not from general or tuition fund allocations). Each growth program has or will provide revenue resources that will assist the University, UH and JABSOM to remain financially stable in these tough economic times. These programs strengthen our external relationships with our federal, state and community partners and specifically address the Chancellor’s Priorities, UH & UHM Strategic Plan & Goals, Strategic Growth and Regulatory Requirements. Key points relating to these programs are listed below.

- **UH Foundation Development** – Program provides financial resources for JABSOM at little to no cost UH, UHM or JABSOM. The UHF development director assigned to JABSOM has been very successful in increasing JABSOM donations to reach over $4 million (a $2 million increase since January 2008). Recently her UHF development role has expanded to include CRCH fundraising activity which limits her availability for JABSOM development. Expanding this program will allow the director an opportunity to expand JABSOM’s medical alumni program and begin collaboration with UH’s alumni association. Establishment of a strong alumni program will reacquaint the cadre of medical school alumni with JABSOM and may provide additional funding and resources for student activities such as scholarships, admissions and outreach. Alumni may also provide strong legislative interface opportunities for JABSOM.
- **Basic Science Building (BSB) & Facilities** – Program has recently received certification to facilitate ABSL3/BSL3 research bringing to completion this growth opportunity. This designation allows JABSOM to expand infectious disease research and grant award opportunities. JABSOM is also reviewing federally and state funded CIP projects (e.g. PacRBL and CRCH), that will reside near JABSOM’s Basic Science building. Locating these new programs near the present BSB will allow for synergies and efficient utilization of the established Vivarium, EHSO, Facility and Security personnel and expertise. This effort promises an increased grant revenue stream and strengthens JABSOM & CRCH’s partnerships with the Center for Disease Control.
• Medical Education Building Parking Program – JABSOM’s three adjacent parking lots are being maintained by JABSOM’s external contractors and funded by RTRF funds, however all parking personnel, fee administration and financial revenue reside with UHM. JABSOM’s parking needs will be affected by the pending and/or potential CIP projects whereby financial and operational oversight and coordination of alternate parking will be required. Facilitating all parking regulations, maintenance and financial operations may add efficiencies for both UHM and JABSOM if parking services are transferred to JABSOM.

• Grants Development Office (GDO) and Office of Fiscal & Administrative (OFA) Services expansion – Both the GDO & OFA offices will be expanding their roles at JABSOM. These services reduce the administrative burden on UHM and JABSOM’s PIs during the pre, post and management phases of a grant award. The expansion of services in these programs will provide JABSOM departments personnel coverage during the hiring freeze. Funding for new positions, if any, will be derived from grant direct or RTRF dollars (i.e. 50% of indirect cost awards). RTRF dollars generated also help cover approximately two-thirds (2/3) the total $5.7 million BSB operating costs. Thus these centralized services add operating cost efficiencies and expedient processing of grants that would otherwise be delayed in the larger UH system.

• Clinical Affiliates & Faculty Practice plan development – JABSOM’s clinical chairs, executive leadership and hospital affiliates are working together to 1) strengthen clinical service medical education; 2) expand and develop new fellowship programs 3) assist in enhancing JABSOM’s faculty practice plan clinical departments’ operations, 4) improve the clinical billing and collection process and 5) secure clinical practice financial stability. Financial and operational stability will increase resources needed to address the Chancellor’s priorities along with UHM and UH Strategic Plan and Goals.

MAINTENANCE: To address and facilitate the JABSOM priorities listed in the previous table and to provide efficiencies and reduce potential administrative and operational burdens on UHM, JABSOM will continue to maintain its core administrative programs that fall under the Dean and JABSOM’s Associate Deans of Academic Affairs, Medical Education, Research, GME/CME/Clinical Affairs and Chief Financial Officer. Maintenance of these programs will also include a resource review.

REORGANIZE/RESTRUCTURE/MERGE/CONSOLIDATE: To specifically address UHM Chancellor priorities, WASC Institutional proposal objectives, UH & UHM Strategic Plan goals and efficiencies opportunities, JABSOM plans to consolidate programs that may be performing redundant training and services for both faculty and administrative professional and technical staff. These programs include consolidating and forming a central administration on behalf of departments and the Dean’s office to synergize faculty development, faculty affairs and continuing medical education programs. The centralization will also address JABSOM Basic Science and Clinical department directed development and continuing education goals and ideas. In addition centralizing the administration will provide economies of scale of resources throughout JABSOM. In addition JABSOM’s fiscal and administrative offices will be using existing personnel to provide business manager functions promoting operational efficiencies and providing training and/or assistance on behalf of those JABSOM departments who are unable to fill vacant position due to limited financial resources.

REDUCE IN SIZE OR SCOPE: JABSOM will continue to limit additions of new administrative positions or will delay in filling vacant administrative resources unless inefficiencies begin to emerge. JABSOM in cooperation with UHM has not filled administrative and civil services vacancies except for health and safety positions. To date more than a dozen administrative positions remain unfilled at JABSOM. One exception: JABSOM will need to eliminate its external contracts for janitorial, grounds keeping and security to comply with state privatization regulations.