MEMORANDUM

TO: David Lassner, PhD
    President, University of Hawai‘i

VIA: Robert Bley-Vroman, PhD
     Interim Chancellor, University of Hawai‘i at Mānoa

FROM: Jerris Hedges, MD, MS, MMM
      Dean, John A. Burns School of Medicine
      Interim Director, University of Hawai‘i Cancer Center

SUBJECT: REORGANIZATION PROPOSAL FOR JOHN A. BURNS SCHOOL OF MEDICINE (JABSOM) AND THE UNIVERSITY OF HAWAI‘I CANCER CENTER (UHCC) INTO KAKA‘AKO HEALTH SCIENCES

SPECIFIC ACTION REQUESTED:

It is requested that you approve the reorganization of JABSOM and UHCC into a single unit, Kaka‘ako Health Sciences.

RECOMMENDED EFFECTIVE DATE:

Upon your approval.

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The primary purpose of this reorganization to the operational and reporting structure of the John A. Burns School of Medicine (JABSOM) and the University of Hawai‘i Cancer Center (UHCC) is to address the Chancellor-directed incorporation of JABSOM and UHCC into a
single unit—Kaka‘ako Health Sciences—while maintaining the teaching, research, and faculty development integrity of each organization. Though JABSOM and UHCC will continue to conduct teaching, research, and faculty development endeavors fairly independent of each other, both organizations will be directed by an integrated JABSOM/UHCC Executive Operations Team, led by the JABSOM Dean. Both organizations will be supported by an integrated administrative infrastructure. The Fiscal, Human Resources (HR), Grants Administration, Risk and Clinical Education Contracting, Communications, Media Development, Information Technology (IT), Special Events, Budget and Reporting, and Facilities support staff will be collectively known as the Administrative Services Kaka‘ako unit.

The secondary purpose of this proposed reorganization is to address the new Office of the Associate Dean for Academic Affairs (ADAA) at JABSOM, which will supersede the previous role of Associate Dean for Medical Education (ADME). Previously, the ADME had formal documented reporting authority over the Office of Medical Student Education (OME) (including the Center for Clinical Skills, or CCS), Kaka‘ako Health Sciences Library, and the Office of Facilities Management and Planning (including Parking and Auxiliary Services and Custodial, Grounds and Maintenance Services). New and existing offices under the ADAA include Allied/Global and International Health (to include the Department of Medical Technology, the Department of Communications Sciences and Disorders (CSD), and the Office of Global and International Health), Faculty Affairs (to include Promotion and Tenure and Educational Skills Development), Educational Support (to include the Anatomy Lab, Kaka‘ako Health Sciences Library, and the Simulation Center), Undergraduate Medical Education (to include Office of Admissions, the Imi Ho‘ola Program, Office of Student Affairs, and Office of Medical Education), Graduate Medical Education, and Continuing Medical Education.

Finally, the UHCC itself will be reorganized, to better capture the evolving nature of cancer research programs within the UHCC Organized Research Unit. Cancer Etiology, Clinical Sciences, Natural Products, and Social and Behavioral Sciences, formerly defined units on the UHCC organizational chart, will be condensed into one organizational unit called Cancer Programs. Clinical and Translational Research Services and Shared Resources will exist within UHCC Organized Research Unit as well, but will be separately defined so that the faculty positions that exist within these units are represented according to the nature of their work in accordance with NCI and UHCC needs.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 University of Hawai‘i Organizational and Functional Changes dated March 2008, reorganizations that:
a) do not have an impact on BOR policy and/or laws;
b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
c) do not incur significant additional expenses; or
d) do not have significant programmatic impact on the University may be approved under delegated authority by the 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 staff members. The details of the reorganization are outlined in the attached Executive Summary and proposal.

**ACTION RECOMMENDED:**

It is recommended that you approve the reorganization of JABSOM and UHCC into a single unit, Kaka'ako Health Sciences.

Should you have any questions, please contact Jeffery Long at 692-1172 or at jefferyl@hawaii.edu.

**APPROVED / DISAPPROVED:**

____________________________________  _______________________
David Lassner                                    Date
President  
University of Hawai'i

Attachments:
- Executive Summary
- Narrative
- Current Organizational Charts and Functional Statements
- Proposed Organizational Charts and Functional Statements
- Attachment 3: BJBTT Position Worksheet
- Letters and Responses
February 10, 2016

Robert Cooney, PhD
Chair
University of Hawai‘i at Mānoa Senate Executive Committee
Office of Public Health Studies
1960 East-West Road
Honolulu, HI 96822

Dear Dr. Cooney:

The University of Hawai‘i is proposing a reorganization of the John A. Burns School of Medicine and University of Hawai‘i Cancer Center at the University of Hawai‘i at Mānoa (UHM) and is requesting input and comments from the Senate Executive Committee relative to the proposal as part of the formal consultation process.

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

The Committee’s comments on the proposal would be appreciated by March 26, 2016. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

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

Sincerely,

Jerris R. Hedges, MD, MS, MMM
Dean, John A. Burns School of Medicine
Interim Director, University of Hawai‘i Cancer Center

JRH:jrl

c: Reed Dasenbrock, UHM Vice Chancellor for Academic Affairs
Dwight Takeno, Director of Collective Bargaining & Employee Relations

651 Iolani Street, MEB, Honolulu, HI 96813-5334
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EXECUTIVE SUMMARY
Executive Summary

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

I. Purpose:
Explain the purpose of this of this reorganization and the anticipated overall impact.

The previously approved (2015) organizational charts for John A. Burns School of Medicine (JABSOM) and University of Hawai‘i Cancer Center (UHCC) no longer represent the true reporting structures and unit designations currently in place. The proposed reorganization is intended to more accurately represent the true reporting structure of the integrated organizations and the greater efficiency and alignment desired by UH leadership.

While it may seem that some organizational units (“boxes”) within JABSOM are either empty or contain a permanent or part of a permanent position, these independent units are in fact staffed, for the most part, by temporary positions, which cannot be reflected on this document. Despite the temporary nature of these positions—more a reflection of non-general funded sources of funding for faculty and staff at JABSOM—they are in fact critical to the organizational structure of the school, and are administered by and given oversight as independent units of JABSOM.

The primary purpose of this reorganization of the operational and reporting structure of the John A. Burns School of Medicine (JABSOM) and the University of Hawai‘i Cancer Center (UHCC) is to address the chancellor-directed incorporation of JABSOM and UHCC into a single unit—to be titled Kaka‘ako Health Sciences—while maintaining the teaching, research, and faculty development integrity of each organization. Though JABSOM and UHCC will continue to conduct teaching, research, and faculty development endeavors independent of each other, both organizations will be directed by an integrated JABSOM/UHCC Executive Operations Team, led by the JABSOM Dean. Both organizations will be supported by an integrated administrative infrastructure to be titled Administrative Services Kaka‘ako (ASK).
The intent of the integrated Kaka'ako Executive Office (which includes the Dean of JABSOM, the Director of UHCC, the Chief Financial Officer of JABSOM, the and lead Public Information Officer of both organizations) is to ensure that both organizations, under the auspices of Kaka'ako Health Sciences, are achieving the goals set by leadership in each organization, and to provide guidance and resources for new and continuing goals. For JABSOM, these goals include the teaching of medical students, residents, fellows, and graduate students; high-quality research in the clinical and fundamentals of health sciences; and clinical care through JABSOM-affiliated hospitals and clinics. For the UHCC, goals include clinical and bench research in areas related to cancer; and maintaining National Cancer Institute (NCI) designation through the prominent research work of its faculty members.

The intent of the integrated Administrative Services Kaka'ako (ASK) is to provide consistent fiscal, HR, IT, risk compliance, public information, media development, budget and reporting, grants management and facilities planning and operations management support to both JABSOM and the UHCC, guided by State and federal laws, UH policies and procedures, and executed through shared processes. Blending the administrative functions of JABSOM and UHCC into one central campus support unit will 1) ensure that all constituent offices, departments, projects and programs are receiving administrative support in the areas listed above; and 2) reduce inefficiencies and redundancies due to a duplication of services in each of the organizations. New and existing offices that comprise the ASK include the Office of Central Fiscal and Human Resources (to include the Office of Human Resources), Office of Grants Administration, Office of Risk and Clinical Affairs, Office of Communications, Media and Government, Office of Information Technology, Office of Special Events and Café Management, Office of Budget, Surveys, and Reporting, and Office of Facilities Management and Planning.

The secondary purpose of this proposed reorganization is to create the Office of the Associate Dean for Academic Affairs (ADAA) at JABSOM, which will replace the Office of the Associate Dean for Medical Education (MAADMD). MAADMD currently has reporting authority over the Office of Medical Student Education (OME) (including the Center for Clinical Skills, or CCS), Kaka'ako Health Sciences Library, and the Office of Facilities Management and Planning (including Parking and Auxiliary Services and Custodial, Grounds and Maintenance Services). While the Office of Facilities Management and Planning will be moved under the ASK (a more appropriate reporting structure as part of the Kaka'ako administrative complement), OME and Kaka'ako Health Sciences Library will report to the newly created ADAA, as will the following new offices: the Office of Global and International Health, Faculty
Affairs (to include Promotion and Tenure and Educational Skills Development), Educational Support (to include the Anatomy Lab, and the Simulation Center), Graduate Medical Education, and Continuing Medical Education. Existing departments under Allied/Global and International Health (to include the Department of Medical Technology, the Department of Communications Sciences and Disorders (CSD) have been moved from under Basic Sciences departments because of the unique nature of their curricula (which includes clinical oversight and undergraduate degrees). Undergraduate Medical Education will now oversee to the Office of Admissions, the Imi Ho’ola Program (moved from Clinical Sciences Departments Under Native Hawaiian Health because of the nature of its pipeline support services to undergraduate medical education), the Office of Student Affairs, which currently reports to the Dean of the School of Medicine. The ADAA role is crucial to this reorganization, since administrative roles and responsibilities of our medical student, graduate medical student and educational resources offices have expanded greatly over the past years. Whereas the previous structure reflected the ADME overseeing a disparate set of offices (including Facilities), the oversight of ADAA will be more comprehensive, supporting all aspects of medical education through appropriate and carefully considered application of resources to constituent offices. This broader role of ADAA is in line with models of other medical schools throughout the United States.

Third, the UHCC will be reorganized to better capture the evolving nature of cancer research programs within the UHCC Organized Research Unit. Cancer Etiology, Clinical Sciences, Natural Products, and Social and Behavioral Sciences, formerly defined units on the UHCC organizational chart, will be combined into one organizational unit called Cancer Programs. Clinical and Translational Research Services and Shared Resources will exist within the UHCC Organized Research Unit as well, but will be separately defined so that the faculty positions that exist within these units are represented according to the nature of their work in accordance with NCI and UHCC needs.

Finally, the proposed organizational chart will reflect the removal of the Office of Public Health Studies from JABSOM, since it will have been reorganized into the School of Social Work. This makes for a marked improvement over the current organizational structure, since Public Health currently has no formalized administrative relationship with JABSOM, and has not in some time.

The anticipated overall impact of this reorganization will be 1) a more efficient and effective administrative services unit that will provide consistent support to both JABSOM and UHCC; 2) a strengthened and well-defined Academic
Affairs office within JABSOM, in which academic resources and potential collaborations will be better served, to the benefit of medical students, residents, fellows, and faculty, through major student and faculty development initiatives; and 3) a simplified UHCC organizational structure that better addresses faculty assignments in the larger scheme of the UHCC.

II. Major Elements to the Proposal:  
Explain or list the key changes being proposed in this reorganization relative to purpose and results.

The most significant changes to the approved organizational charts of JABSOM and UHCC include the following:

1) the integration of JABSOM and UHCC into the proposed, Kaka'ako Health Sciences;

2) the abolishment of the Office of the Associate Dean for Medical Education (ADME) and the establishment of the Office of the Associate Dean for Academic Affairs (ADAA) at JABSOM, which will have broader purview over academic programs within JABSOM so that academic services are better defined (reflecting the following newly created/renamed units):
   a. Allied/Global and International Health;
   b. Faculty Affairs;
   c. Promotion and Tenure;
   d. Educational Skills Development;
   e. Educational Support;
   f. Undergraduate Medical Education;
   g. Graduate Medical Education;
   h. Continuing Medical Education;

3) the establishment of the Office of Administrative Services Kaka'ako (ASK), which will provide administrative support to both JABSOM and UHCC (reflecting the following newly created/renamed units):
   a. Office of Grants Administration;
   b. Office of Budget, Surveys, and Reporting Analyst;
   c. a renamed Office of Risk and Clinical Affairs (formerly Office of Hospital and External Business Affairs);
   d. a renamed Office of Central Fiscal and Human Resources (formerly Office of Administrative Affairs);
   e. Office of Communications, Media, and Government;
   f. Office of Special Events and Café Management;
4) the reorganization of the UHCC to reflect UHCC Organized Research Unit to include Cancer Etiology, Clinical Sciences, Natural Products, and Social and Behavioral Sciences into one reporting unit called Cancer Programs, to exist parallel with organizationally defined programs Shared Resources and Clinical and Translational Research Services;

5) the removal of the Office of Public Health, which will have been reorganized into the School of Social Work and has no formal administrative relationship with JABSOM;

6) the renaming of Allied and Basic Sciences Departments to the more appropriate Fundamentals of Health Sciences, including the following changes:
   a. the establishment of a new unit Office of Biostatistics and Quantitative Health Sciences, to report up to the Department of Tropical Medicine and support all JABSOM departments;
   b. the establishment of new unit for Graduate Programs, to provide appropriate support to graduate students at JABSOM;
   c. the moving of Medical Technology and the Communications Sciences and Disorders, along with new unit Global & International Health, to a more appropriate reporting line under the ADAA;

7) the accurate representation of subunits (previously existing elsewhere in JABSOM) as reflective of their reporting to the Office of Clinical Sciences departments, which include:
   a. Area Health Education Center;
   b. Center for Native and Pacific Health Disparities Research;
   c. Hyperbaric Treatment Center.

Though the following proposed offices and programs are new on the proposed organizational chart, they are not reflective of additional faculty/staff or executive positions. Rather, they are representation of units and subunits that have developed/are currently being developed since JABSOM’s last reorganization. These units include: Kaka’ako Health Sciences Executive Office (Chart I), Office of Academic Affairs and Fundamentals of Health Science (formerly Basic Sciences Departments) (Chart II), Allied/Global and International Health, Faculty Affairs, Promotion and Tenure, Educational Skills Development, Educational Support, Undergraduate Medical Education, Graduate Medical Education, and Continuing Medical Education (Chart III), Office of Global and International Health (Chart III-A), Anatomy Lab and Simulation Center (Chart III-B), Office of Admissions (Chart III-C), Graduate Programs (WASC) (Chart IV), Area Health Education Center, Center for Native and Pacific Health Disparities Research, and Hyperbaric Treatment Center (Chart V), Clinical and Translational Research.
Services, Cancer Programs and Shared Resources under UHCC Organized Research Unit (Chart VI), the Office of Grants Administration, the Office of Budget, Surveys, and Reporting Analyst, the Office of Risk and Clinical Affairs (formerly Office of Hospital and External Business Affairs), Office of Central Fiscal and Human Resources (formerly Office of Administrative Affairs), Office of Communications, Media, and Government, and Office of Special Events and Café (Chart VII), and Facilities Management and Maintenance Services and Environmental Health and Safety Office (Chart VII-A).

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? No additional cost to JABSOM or UHCC as there are no net position increases.
2. Are additional funds needed? None.
   If so, how will the cost of the reorganization be funded? The reorganization will be funded by existing resources.
3. Will the reorganization result in cost savings or be cost neutral? The reorganization will be cost neutral, although savings through greater efficiencies are anticipated and some have been realized already through shared administrative management following personnel attrition.

B. Operational
1. What is the overall impact on faculty and staffing responsibilities, if any? Faculty responsibilities will not be affected, although there will be more opportunities for faculty to elect to take on leadership activities within the reorganized Kaka‘ako Health Sciences. Staff responsibilities, as they pertain to staff assigned to specific offices, programs, projects with JABSOM or UHCC, will not be affected; current staff will continue to support those offices, programs, projects to which they’ve been assigned. The biggest impact of the reorganization will be to central administrative staff at JABSOM and UHCC. Their responsibilities will expand so that administrative services and practices are uniform in support provided to both institutions, with regard to fiscal matters, HR issues, facilities (including building maintenance, grounds and custodial) responsibilities, IT collaboration, Public Information, Grants Administration, Risk, and Budget.
2. Will additional faculty/support personnel be required? No.
If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization? Not applicable.

3. Will there be a reduction in faculty/staff? No planned reduction, but greater efficiency may eliminate the need for refilling a position left empty through attrition. If so, what steps have been taken to ensure proper consultation? N/A.

4. Identify faculty/staff positions impacted by the anticipated changes.

   a. Chart I (Kaka‘ako Health Sciences Executive Office)
      i. #80977 moved from Chart II (Office of the Dean) to Kaka‘ako Health Sciences Executive Office
      ii. #24033 moved from Chart II (Office of the Dean) to Kaka‘ako Health Sciences Executive Office
      iii. #89226 moved from UHCC Chart I (Office of the Director) to Kaka‘ako Health Sciences Executive Office
      iv. #900554 moved from UHCC Chart I (Office of the Director) to Kaka‘ako Health Sciences Executive Office
      v. #89490 moved from Chart II (Office of the Dean) to Kaka‘ako Health Sciences Executive Office
      vi. #13479 moved from Chart II (Office of the Dean) to Kaka‘ako Health Sciences Executive Office to reflect historic supervisory relationship under #89490 (Chief Financial Officer)
      vii. #79213 moved from Chart II (Office of the Dean) to Kaka‘ako Health Sciences Executive Office

   b. Chart II (Office of the Dean)
      i. #82763 included in reorganization for Public Health to Social Work

   c. Chart III (Office of the Associate Dean of Academic Affairs)
      i. #89075 moved from Chart II (Associate Dean for Medical Education to Chart III (Associate Dean for Academic Affairs)
      ii. #84961 moved from Chart V (Medicine) to Chart III (Graduate Medical Education (.25)

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

e. Chart III-B (Office of the Associate Dean for Academic Affairs)
i. #82256 moved from Chart II to Chart III-B (Library)
ii. #85854 moved from Chart II to Chart III-B (Library)
iii. #88953 moved from Chart II to Chart III-B (Library)
iv. #78590 moved from Chart II to Chart III-B (Library)
v. #78610 moved from Chart II to Chart III-B (Library)
vi. #900221 moved from Chart II to Chart III-B (Library)
    #83236 moved from Chart V (Medicine) to Chart III-B (Simulation Center) (.49)

f. Chart III-C (Office of the Associate Dean of Academic Affairs – Undergraduate Medical Education)
i. #70163 moved from Chart II (OME) to Chart III-C (Admissions) (.49)
ii. #82824 moved from Chart V to Chart III-C (Imi Ho'ola)
iii. #85893 moved from Chart V to Chart III-C (Imi Ho'ola) (.50)
iv. #86057 moved from Chart V to Chart III-C (Imi Ho'ola) (.50)
v. #86332 moved from Chart V to Chart III-C (Imi Ho'ola)
vi. #88902 moved from Chart V to Chart III-C (Imi Ho'ola)
vii. #85707 moved from Chart II to Chart III-C (OSA) (.50)
viii. #79198 moved from Chart II to Chart III-C (OSA)
ix. #80643 moved from Chart II to Chart III-C (OSA)
x. #78933 moved from Chart II to Chart III-C (OSA)
 xi. #83245 moved from Chart II to Chart III-C (OME)
 xii. #85035 moved from Chart II to Chart III-C (OME) (.50)
xiii. #85456 moved from Chart II to Chart III-C (OME) (.75)
xiv. #88464 moved from Chart II to Chart III-C (OME) (.49)
xv. #88499 moved from Chart II to Chart III-C (OME) (.49)
xvi. #88990 moved from Chart II to Chart III-C (OME) (.50)
xvii. #88970 moved from Chart II to Chart III-C (OME) (.49)
xviii. #43598 moved from Chart II to Chart III-C (OME)
xix. #78783 moved from Chart II to Chart III-C (OME)
xx. #79142 moved from Chart II to Chart III-C (OME)
xxi. #80171 moved from Chart II to Chart III-C (OME)
xxii. #80525 moved from Chart II to Chart III-C (OME)
xxiii. #80823 moved from Chart II (OME) to Chart III-C (CCS) (.50) to reflect dedicated unit for faculty position

**g. Chart IV (Fundamentals of Health Science – formerly Basic Sciences)**

i. #83878 moved from Anatomy to IBR
ii. #82858 moved from Tropical Medicine to Biostatistics
iii. #86194 moved from Chart II (Office of the Dean) to Chart IV (Biostatistics)
iv. #85668 moved from Chart V (Medicine) to Chart IV (Biostatistics) (.25)
v. #84994 moved from Chart V (Medicine) to Chart IV (Tropical Medicine) (.75)
vi. #88361 swept to Chancellor's Pool (.41)
vii. #83651, per agreement with faculty member, moved from Chart V (Complementary and Alternative Medicine) to Chart IV (Fundamentals of Health Sciences Departments)

**h. Chart V (Clinical Sciences Departments)**

i. #83979 moved from Chart IV (Tropical Medicine) to Chart V (Medicine)
ii. #82791 moved from Medicine to CCR
iii. #82194 moved from Medicine to CCR
iv. #82978 moved from Medicine to CCR
v. #85664 moved from Medicine to MRI
vi. #84152 moved from Medicine to MRI (.55)
vii. #83495 moved from Medicine to MRI (.25)
ix. #83526 moved from CAM to AHEC (.25)
x. #80186 moved from Medicine the Native Hawaiian Health
xi. #87136 moved from Geriatrics to Surgery (.50)
xii. #83300 added to NHCOE pending Budget approval (no count)
xiii. #83906 issued from Chancellor’s Pool (#82589) (.50)
xiv. #87034 issued from Chancellor’s Pool (#82159)
xv. #83671 issued from Chancellor’s Pool (#84654)
xvi. #84030 issued from Chancellor’s Pool (#84534 (.27), #88361 (.41), #84146 (.40)
xvii. #88679 abolished; 0.25 FTE moved to #88890
xviii. #88432 increase FTE from .35 to .43 from 1.08 issued for #84030
ix.  #84146 swept to the Chancellor’s Pool (.40)
xx. #83653 reduced FTE from .25 to .20, .05 FTE issued to #84484
xxi. #84484 increased FTE from .20 to .25, .05 FTE from #83653
xxii. #85805 reduced FTE from .24 to 0, .05 FTE to #82520, .05 FTE to #83099 and .14 FTE to #85665
xxiii. #82520 increased FTE from .10 to .15, .05 FTE from #85805
xxiv. #83099 increased FTE from .10 to .15, .05 FTE from #85805
xxv. #85665 increased FTE from .25 to .39, .05 FTE from #85805
xxvi. #84961 moved from Chart V (Medicine) to Chart III (Graduate Medical Education)
xxvii. #83236 moved from Chart V (Medicine) to Chart III-B (Simulation Center)
xxviii. #82997 moved from Native Hawaiian Health to Native and Pacific Health Disparities Research to reflect dedicated faculty position for unit

i. Chart VI (University of Hawai‘i Cancer Center)
i. #89465 moved from UHCC Chart I (Office of the Director) to Chart VI (UHCC)
ii. #16998 moved from UHCC Chart I (Office of the Director) to Chart VI (UHCC)
iii. #70191 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)
iv. #82081 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)
v. #82569 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)
vi. #86164 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)
vii. #47530 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)
viii. #85906 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
ix. #70031 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
x. #70032 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xi. #70037 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xii. #70038 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xiii. #70039 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xiv. #70203 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xv. #70204 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xvi. #70209 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xvii. #82133 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xviii. #82574 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xix. #82920 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xx. #82954 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxi. #83271 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxii. #83330 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxiii. #84031 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxiv. #85911 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxv. #85913 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxvi. #85917 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxvii. #85918 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxviii. #86152 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxix. #86227 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxx. #86231 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxi. #88357 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxii. #88360 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxiii. #88355 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxiv. #88656 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxv. #88660 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xxxvi. #86265 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xxxvii. #86188 moved from UHCC Chart I (Shared Resources) to Chart VI (UHCC Organized Research Unit – Shared Resources)

xxxviii. #87684 added as new position on Chart VI (UHCC Organized Research Unit – Shared Resources)

xxxix. #83390 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Shared Resources)

j. Chart VII (Administrative Services Kaka‘ako)

i. #77048 moved from Chart II (OFAA) to Chart VII (OCFHR)

ii. #81114 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)

iii. #80676 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)

iv. #81984 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)

v. #80008 moved from Chart II (OFAA) to Chart VII (OCFHR)

vi. #80170 moved from Chart II (OFAA) to Chart VII (OCFHR)

vii. #80185 moved from Chart II (OFAA) to Chart VII (OCFHR)

viii. #80081 moved from Chart II (OFAA) to Chart VII (OCFHR)

ix. #80007 moved from Chart II (OFAA) to Chart VII (OCFHR)

x. Per agreement with staff member, #77100 moved from Chart II (OME) to Chart VII (OCFHR)

xi. #81516 moved from Chart II (Human Resources) to Chart VII (OCFHR)

xii. #80091 moved from Chart II (Human Resources) to Chart VII (OCFHR)

xiii. #77453 moved from Chart II (OFAA) to Chart VII (OCFHR); #24032 Abolished/Count used to establish

xiv. #79580 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)

xv. #80011 moved from Chart II (Hospital and External Business Affairs) to Chart VII (Risk and Clinical Affairs)

xvi. #79581 moved from UHCC Chart I (Admin Support Services) to Chart VII (Communications, Media, and Government)
xvii. #80370 moved from UHCC Chart I to Chart VII (Communications, Media, and Government)
xviii. #79901 moved from Chart II (Office of the Dean) to Chart VII (IT)
xix. #79195 moved from Chart II (IT) to Chart VII (IT)
xx. #81828 moved from UHCC Chart I (Admin Support Services) to Chart VII (IT)
xxi. #79996 moved from Chart II (IT) to Chart IV (Anatomy)
xxii. #79996 moved from Chart II (IT) to Chart VII (IT)
xxiii. #79951 moved from Chart II (IT) to Chart VII (IT)
xxiv. #79962 moved from Chart II (IT) to Chart VII (IT)
xxv. #79963 moved from Chart II (IT) to Chart VII (IT)
xxvi. #80026 moved from Chart II (IT) to Chart VII (IT)
xxvii. #81590 moved from Chart II (IT) to Chart VII (IT)
xxviii. #79921 moved from Chart II (IT) to Chart VII (IT)
xxix. #80365 moved from Chart II (Office of the Dean) to Chart VII (Budget, Surveys, and Reporting Analyst)
xxx. Per agreement with staff member, #81037 moved from Chart IV (Anatomy) to Chart VII (OCFHR)

k. Chart VII-A (Facilities Management and Planning)
   i. #78540 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   ii. #79582 moved from UHCC Chart I (Admin Support Services) to Chart VII-A (Facilities)
   iii. #80098 moved from UHCC Chart I (Admin Support Services) to Chart VII-A (Facilities)
   iv. #77697 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   v. #77967 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   vi. #77696 moved from Chart II (Facilities) to Chart VII-A (Maintenance)
   vii. #77692 moved from Chart II (Facilities) to Chart VII-A (Maintenance)
   viii. #900661 moved from Chart II-A (Maintenance Services) to Chart VII-A (Maintenance)
   ix. #78025 moved from Chart II (Facilities) to Chart VII-A (EHSO)
   x. #900662 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
   xi. #900663 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
xii. #900658 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
xiii. #900674 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xiv. #900664 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xv. #900665 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xvi. #900666 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xvii. #900667 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xviii. #900668 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xix. #77941 moved from Chart II-A (Custodial and Grounds) to Chart VII-A (Custodial and Grounds)
xx. #900675 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxi. #900669 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxii. #900670 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxiii. #900671 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxiv. #900672 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxv. #900673 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxvi. #900659 moved from Chart II-A (Grounds Services) to Chart VII-A (Grounds Services)
xxvii. #900650 moved from Chart II-A (Grounds Services) to Chart VII-A (Grounds Services)
xxviii. 78617 moved from Chart II (Facilities) to Chart VII-A (Parking)
xxix. #77776 moved from Chart II (Facilities) to Chart VII-A (Parking)

C. Space

1. Will additional space outside own resources/allocations be required?
   No.
   If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted? N/A
IV. Consultation:
Explain or list the individuals and groups consulted and the key comments/feedback received.

Consultation occurred with JABSOM and UHCC faculty and staff on a number of occasions.

The proposed reorganization, though mostly in concept and without position specifics, first occurred at the JABSOM Executive Committee Meeting on February 20, 2015, shortly after Chancellor Bley-Vroman directed Dean Jerris Hedges to blend JABSOM and UHCC into a single organization.

On March 20, 2015, Dean Hedges shared the “Proposal for a Kaka’ako Business Plan” that was submitted to Chancellor Bley-Vroman and President Lassner with the JABSOM Executive Committee. This business plan outlined a goal to merge the administrative services of JABSOM and UHCC so that both organizations would be serviced by one administrative unit. It also described a leadership model in which the Dean of JABSOM would also oversee the operations of the UHCC.

On May 26, 2015, Chief Administrative Officer (CAO) Corinne Seymour conducted a telephone conference with Lena Fernandes, HGEA Field Services Officer to have a preliminary discussion referencing the business plan proposal to reorganization the Kaka’ako Health Services units. At that time, Ms. Fernandes reserved input until she had reviewed to the completed reorganization document.

On June 15, 2015, Dean Hedges, Chief Financial Officer (CFO) Nancy Foster, Associate Director of Administration (ADA) of the Cancer Center Pat Blanchette, Assistant Vice Chancellor of Academic Affairs Beverly McCreary, and UH Mānoa Chancellor’s Office Chief of Staff Clif Tanabe met with University of Hawai‘i Professional Assembly (UHPA) Associate Executive Director Kristeen Hanselman, and former UHPA Executive Director JN Musto to discuss the business plan and proposed future Kaka’ako Health Services reorganization.

On June 18, 2015 Chief Financial Officer Nancy Foster convened a JABSOM Town Hall Meeting with JABSOM central administrative staff at the JABSOM Medical Education Building, describing in detail the reorganization of administrative services that would provide support to both JABSOM and UHCC.
On June 19, 2015 a more detailed draft of the proposed organization chart was shared with the JABSOM Executive Committee. Suggestions from JABSOM leadership based upon the proposed organizational structure were taken into consideration and, in most cases, reflected on later drafts of the proposed organizational chart. For instance, the faculty requested that the ASK units be visually represented on Chart I as the bottom tier, to more accurately reflect the hale model of organization as proposed by Dean Hedges (with the ask serving as the foundation of the hale).

On June 25, 2015 Interim Cancer Center Director Hedges, ADA Blanchette and CFO Foster shared a detailed draft of the proposed reorganization charts with the Cancer Center faculty and staff at an all staff meeting. Questions were raised by the Cancer Center attendees on the reorganization timeline and process.

On July 23, 2015 another draft of the organizational chart, with the new offices under the ADAA was shared with the JABSOM Faculty Senate, and Dean Hedges explained the rationale for these organizational changes. Again, feedback from Faculty Senate members was taken into consideration and select changes were implemented.

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

On July 30 and 31, 2015 Nancy Foster convened an Administrative Services Kaka’ako retreat, in which administrative staff leaders from JABSOM and UHCC discussed the concepts of their respective offices and how administrative services between JABSOM and UHCC could be shared and supported.

On August 4, 2015 Interim Cancer Center Director (ICCD) Hedges and CFO Nancy Foster shared an updated organizational chart draft with the Cancer Center Executive leadership committee. The committee members requested changes to the Cancer Center chart proposed to rename the “Executive Committee” to the Senior Leadership Committee.

On August 11, 2015 ICCD Hedges and CFO Foster presented an updated draft of the organizational chart to the Cancer Center faculty meeting convened by the Cancer Center faculty senate members. Discussions followed requesting that the three proposed Cancer Center program boxes be combined as on large box. An impromptu vote of the faculty present was taken on the suggestion. A compromise resulted in putting all three programs into a single cancer center box.
On August 13, 2015 CFO Foster convened a second Town Hall meeting to discuss the reorganization and the concept and structure of Administrative Services Kaka’ako, to which all central staff from JABSOM and UHCC were invited. At the Town Hall, leaders representing Fiscal, HR, IT, Facilities, Risk, Public Information, Budget, Special Events, and Grants Administration expressed the roles of their respective offices.

On September 30, 2015, the Kaka’ako Health Sciences reorganization plan was forwarded to the UH Mānoa’s Chancellor’s office for administrative review. In October 2015, the reorganization documents submitted to the Chancellor’s office were posted on JABSOM’s office of the Dean website. A link to the website was provided to the UHCC for all UHCC faculty and staff to review at their convenience.

Subsequent to the submittal to the Chancellor, on November 19, 2015, JABSOM’s annual General Faculty meeting was held. At this meeting, the Kaka’ako Health Sciences reorganization was summarized by Dean Hedges and CFO Foster. A link to the JABSOM office of the Dean website with copies of reorganization documents submitted to the UH Mānoa Chancellor’s office was shared with the faculty.

In January 2016, at the request of the UH President and UH Mānoa Chancellor, the ICCD Hedges was asked to present a UHCC Cancer Center proposed Business Plan Update to the Board of Regents. This update references an independent consultant assessment report issued in the fall 2015 that suggested that the Kaka’ako Health Science reorganization should be explored further as one of several recommendations for securing financial sustainability of the UHCC. Since the release, the interim UHCC Director has conducted meetings with UHCC faculty to answer detailed questions related to the Kaka’ako Health Sciences reorganization and its relationship to the proposed UHCC Business Plan Update.

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

Anticipated effective date will be upon approval. Reorganization will be implemented by sharing campus administrative services between JABSOM and UHCC, and developing uniform methods by which to most effectively provide administrative support to constituent departments, programs, offices and projects.

The identification of leadership positions to help in the development of offices under the ADAA will also be important, as these faculty leaders will guide and
direct activities to better support medical students, residents and fellows in their medical education endeavors, and faculty in their faculty development endeavors.
NARRATIVE
Reorganization Proposal
John A. Burns School of Medicine
University of Hawai‘i Cancer Center
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 the practicing physicians in Hawai‘i are graduates or faculty members of JABSOM or affiliated Hawai‘i Residency Programs or serve as compensated faculty members. The school has a faculty of 200 full-time and more than 1,000 volunteers and a teaching relationship with all major community hospitals throughout the main Hawaiian island of O‘ahu. Medical students learn in an innovative, student-centered, problem-based curriculum, (PBL) that emphasizes critical thinking, medical simulation-based experiences and builds life-long learning skills.

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

JABSOM’s three basic science and ten clinical science departments’ faculty educate JABSOM’s student body, teach several UH Mānoa undergraduate and graduate courses, conduct research and provide community service. For the last three years, JABSOM has ranked #1 in total NIH research awards among community-based public medical schools (i.e., public medical schools without a university hospital), and was also ranked in the top 75 in Research – tied at 74 with the Robert Wood Johnson School of Medicine at Rutgers University. Last year JABSOM’s research was ranked number 78 in the 2016 U.S. News and World Report.
UHCC, formerly known as the Cancer Research Center of Hawai‘i, was established by the Board of Regents in 1981 and received NCI-designation on July 1, 1996. Administratively as of 2015, the UHCC reports to the John A. Burns School of Medicine (JABSOM) Dean, rather than the Vice Chancellor for Research at Mānoa, as part of a health sciences campus based at Kaka’ako. The UHCC is closely aligned with JABSOM on the health sciences campus and has its own tenure lines and academic budget. In 2010, UHCC and JABSOM joined with the three major hospitals (The Queen’s Medical Center, QMC; Hawai‘i Pacific Health Hospitals, HPH; and the Kuakini Medical Center, KMC) that provide the majority (over 70%) of the clinical diagnosis and treatment of cancer in Hawai‘i to form the Hawai‘i State Cancer Consortium (HCC). In February of 2011, the HCC formed a separate 501(c)3 not-for-profit organization. UHCC is the core of the HCC with operational support from JABSOM; the hospitals provide the infrastructure for cancer clinical trials and cancer treatment services.

The mission of the UHCC is to reduce the burden of cancer through research, education, and service, with an emphasis on the unique ethnic, cultural, and environmental characteristics of Hawai‘i and the Pacific Rim. UHCC brings basic and population sciences together with translational and clinical researchers who focus on understanding the etiology of cancer, and on reducing cancer’s impact on the people of Hawai‘i, the U.S. Pacific Territories, and beyond. The state’s unique racial, ethnic, and cultural diversity offers UHCC the opportunity to address research questions that can be more readily undertaken in this distinctive environment than in any other region of the U.S.

A new research building was essential for survival of the UHCC for several reasons: 1) the original UHCC building had a limited life span as its lease was expiring; 2) the original building was too small to house the current UHCC operations; and 3) the original building was rapidly deteriorating and even if the UHCC operations were smaller, renovation of the building was cost prohibitive. In 2013 the new UHCC building was completed, and UHCC began consolidating its operations into its new research building located adjacent to JABSOM on UHM’s Kaka’ako Campus.

In December 2014, shortly after JABSOM Dean Jerris Hedges was appointed as UHCC Interim Director, Dean Hedges assembled leadership from both JABSOM and UHCC and discussed a new vision for the Kaka’ako campus and its departments, programs, offices, and projects.

Bringing both UHCC and JABSOM’s missions under the executive leadership of the JABSOM Dean, the mission of the Hale Ola o Kaka’ako (i.e. Kaka’ako’s health campus or hale) is to improve the health of Hawai‘i
through education, research and service. The Hale Ola o Kaka’ako leadership concept and focus is to operate UH Mānoa’s separate Kaka’ako campus similar to other UH campuses that have a centralized campus administrative support team. The Kaka’ako Health Sciences overall campus will be overseen and directed by an Executive Operations Team (EOT) led by the JABSOM Dean and the UHCC Director. No new executives or administrative staff will be hired for the EOT. Operating a campus utilizing a unified campus administrative support service team provides efficiencies similar to those of other UH community colleges and university campuses. The EOT’s new campus support unit in our reorganization is named: Administrative Services at Kaka’ako (ASK). The ASK is comprised of existing administrative positions from JABSOM and UHCC. Support services performed by the ASK unit personnel include information systems, communication and government relations, fiscal and human resources, contracting, compliance, grants development, and facilities.

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

The reorganization of JABSOM and UHCC into Kaka’ako Health Sciences will optimize use of the state and University appropriated resources for staff and faculty.

JABSOM and UHCC will merge administrative infrastructure teams to operate efficiently with the goal of eliminating redundancy (i.e. the newly merged ASK unit). This will eliminate the imaginary ownership lines between units; reduce redundant campus operations and core administrative workforce; provide economy of scale procurement; and allow for current administrative staff to share administrative expertise and experience to reduce processing delays for important projects.

Additionally, the new organization will allow for faculty to build synergistic collaboration operating as a unified education and research campus. JABSOM and UHCC will begin combining and sharing their research cores and equipment in genomics (DNA sequencing, microarrays), microscopy and histopathology to reduce resource redundancy and increase synergistic collaboration. Specifically, genomics will be relocated from the JABSOM to the UHCC, resulting in less personnel management resources. And UHCC faculty, who conduct animal studies, will use the histopathology core at the JABSOM, and manage one-third of the JABSOM’s animal vivarium.

In terms of resource sharing, a new nuclear medicine resonance (NMR) machine will be placed in the JABSOM ancillary building and used by
UHCC faculty for study of potential therapeutic molecules as part of a new drug discovery process. The JABSOM faculty may also have opportunities to use the machine on a recharge basis. JABSOM’s newly renovated translational research clinic will be used by both the JABSOM’s and UHCC’s research clinicians.

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

II. RATIONALE FOR REORGANIZATION:
A. Provide background and relevant historical information.

In November of 2014, Dr. Michele Carbone resigned as Director of the UHCC. That same day, Dean Jerris Hedges of JABSOM was named Interim Director of UHCC. In December 2014, shortly after JABSOM Dean Jerris Hedges was appointed as UHCC Interim Director, at the request of the UH President and UH Mānoa Chancellor, he assembled leadership from both JABSOM and UHCC and discussed a new vision for the Kaka’ako campus and its departments, programs, offices, and projects.

In January of 2015, a “Report of the Review of the University of Hawai‘i Cancer Center” was prepared of the UHCC Review Task Force, who were “commissioned to identify and understand the issues and challenges surrounding the University of Hawai‘i Cancer Center in order to assist both UHCC and UH Mānoa leadership in developing realistic solutions and implementation plans to improve Center operations.”

The review included the following statements:

1. “To move UHCC forward, there must be improved leadership and a return to faculty governance. The UHCC, formerly known as the Cancer Research Center of Hawai‘i, received its NCI designation in 1996 and ran well for decades on a modest budget with strong faculty who maintained grant funding. To re-establish UHCC as a crown jewel
of UH Mānoa and the state of Hawai‘i, it will require excellent, transparent, and equitable management that follows the laws and policies that govern it."

2. “UHCC’s business plan is flawed, and its consortium arrangements are ineffective and different from all other cancer centers in the U.S. While some of this may be due in part to changing local and national conditions, a credible business model needs to be developed.”

3. “Management and governance issues exist, and interim administration and faculty have begun to address these.”

In April of 2015, JABSOM and UHCC issued the “Kaka‘ako Campus Business Plan Proposal” which envisioned a unified Kaka‘ako Health Sciences campus directed by an integrated Executive Office (which includes the Dean of JABSOM, the Director of UHCC, the Chief Financial Officer of JABSOM, and the lead Public Information Officer of both organizations). The Executive office would direct and oversee an integrated Administrative Services Kaka‘ako unit to ensure the needs of JABSOM and UHCC were met with increased efficiency and fewer redundancies.

The proposal included the following statements:

1. “The Campus as a collective enterprise provides a return on investment to the state in terms of improved health, assurances of adequate health care providers, catalysis of scientific and health care advances and economic development in Hawai‘i.”

2. “Under the executive leadership of the School’s dean, the mission of the Hale Ola o Kaka‘ako (i.e. Kaka‘ako’s health campus or hale) is to improve the health of Hawai‘i through education, research and service. The Hale Ola o Kaka‘ako leadership concept will consist of a small executive operations team (i.e. the roof of the hale) comprised of currently existing positions in the School and the Center to oversee the campus.”

3. “The merger of the School and Center Administrative Services at Kaka‘ako (ASK) units is needed to optimize use of the state and University appropriated resources.”

4. “Finding the most cost-effective measure to satisfy the mission-based operations of the School and Center and retaining the administrative services at Kaka‘ako campus cost coverage is paramount.”

After the business plan was submitted to UH leadership, Dean Hedges was directed by the Chancellor to move forward with his plan to combine the campuses in to the “hale” model.
B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorganization is consistent with the University’s strategic, program and financial plans.

For a detailed explanation of the conditions and factors prompting the proposed reorganization, see above.

The existing organization model for JABSOM and UHCC is inadequate for a number of reasons: 1) it does not reflect UHCC as an Organized Research Unit merged with JABSOM as part of Kaka’ako Health Sciences; 2) the programs defined on the UHCC organizational chart have since evolved, and would be better defined as “Cancer Programs” under the auspices of the Organized Research Unit; 3) it does not reflect an integrated Administrative Services Kaka’ako, which will provide more efficient and highly organized administrative support to both JABSOM and UHCC; 4) it does not address the Office of the Associate Dean for Academic Affairs (ADAA) at JABSOM, which will have a larger purview over academic programs within JABSOM, so that academic services are better defined.

The ADAA role is crucial to this reorganization, since administrative roles and responsibilities expand beyond our medical doctorate and graduate medical (i.e. physician residents or fellows) student. This position will also oversee the health and allied sciences bachelor, masters, PhD, international, and post-baccalaureate students. Whereas the previous structure reflected the Associate Dean of Medical Education (ADME) overseeing a disparate set of offices (including Facilities). The oversight of ADAA will be more comprehensive, supporting all aspects of JABSOM’s academic mission through appropriate and carefully considered application of resources to constituent offices. This broader role of ADAA is in line with models of other medical schools throughout the United States.

The Kaka’ako Health Sciences reorganization is consistent with the University’s strategic, program and financial plans as both JABSOM and UHCC will be better able to provide high-quality teaching, research, and clinical care. Financially, the reorganization is beneficial to both organizations, as inefficiencies and redundancies between JABSOM and UHCC will lessen dramatically, thus reducing overall costs via an economies of scale (i.e. collective quantities often produce lower costs), personnel cross coverage, and streamlined automated processes for routine administrative duties still completed manually.
C. Explain other alternatives explored.

None.

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

The integrated Administrative Services Kaka’ako (ASK) will provide consistent fiscal, HR, IT, risk compliance, public information, media development, budget and reporting, grants management and facilities planning and operations management support to both JABSOM and the UHCC, guided by State and federal laws, UH policies and procedures, and executed through shared processes. Blending the administrative functions of JABSOM and UHCC into one central campus support unit will 1) ensure that all constituent offices, departments, projects and programs are receiving administrative support in the areas listed above; and 2) reduce inefficiencies and redundancies due to a duplication of services in each of the organizations.

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

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

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

On June 18, 2015 Chief Financial Officer Nancy Foster convened a JABSOM Town Hall Meeting with JABSOM central administrative staff at the JABSOM Medical Education Building, describing in detail the reorganization of administrative services that would provide support to both JABSOM and UHCC.

On June 19, 2015 a more detailed draft of the proposed organization chart was shared with the JABSOM Executive Committee. Suggestions from JABSOM leadership based upon the proposed organizational structure were taken into consideration and, in most cases, reflected on later drafts of the proposed organizational chart. For instance, the faculty requested
that the ASK units be visually represented on Chart I as the bottom tier, to
more accurately reflect the hale model of organization as proposed by
Dean Hedges (with the ASK serving as the “support” layer of the Hale’s
foundation).

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reorganization charts with the Cancer Center faculty and staff at an all
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to discuss the reorganization and the concept and structure of
Administrative Services Kaka’ako, to which all central staff from JABSOM
and UHCC were invited. At the Town Hall, leaders representing Fiscal,
HR, IT, Facilities, Risk, Public Information, Budget, Special Events, and Grants Administration expressed the roles of their respective offices. As part of the meeting, those present were able to inquire of the new ASK leadership, JABSOM CFO, and the UHCC Associate Director any questions they had related to this new campus joint unit. Additionally, the staff were asked to participate in nominating two staff representatives that would join the leaders in advising the EOT on ASK unit services, and were requested to vote on a new ASK unit logo.

On September 30, 2015, the Kakaʻako Health Sciences reorganization plan was forwarded to the UH Mānoa's Chancellor's office for administrative review. In October 2015, the reorganization documents submitted to the Chancellor's office were posted on JABSOM's office of the Dean website. A link to the website was provided to the UHCC for all UHCC faculty and staff to review at their convenience.

Subsequent to the submittal to the Chancellor, on November 19, 2015, JABSOM's annual General Faculty meeting was held. At this meeting, the Kakaʻako Health Sciences reorganization was summarized. During the meeting, a question and answer period on this topic was conducted, along with an anonymous interactive survey of the faculty present to inquire if the faculty had heard of the reorganization prior to the meeting. The results of the impromptu survey, displayed for all attending the meeting to view, indicated that nearly all the faculty had heard of the reorganization prior to the meeting via their respective department meetings and/or the JABSOM faculty senate communication. A second anonymous impromptu faculty survey question inquired whether the faculty present had concerns regarding the Kakaʻako Health Sciences reorganization. Survey responses were immediately displayed for the faculty present to see. The results reflected that none of the faculty present had concerns related to the reorganization; however, some faculty indicated they would like to more information. A link to the JABSOM office of the Dean website with copies of reorganization documents submitted to the UH Mānoa Chancellor's office was shared with the faculty.

In January 2016, at the request of the UH President and UH Mānoa Chancellor, the interim Director of the UHCC (who also serves as JABSOM’s Dean) was asked to present a UHCC Cancer Center proposed Business Plan Update to the Board of Regents. This update references an independent consultant assessment report issued in the Fall 2015 that suggested that the Kakaʻako Health Science reorganization should be explored further as one of several recommendations for securing financial sustainability of the UHCC. Since the release, the interim UHCC Director has conducted meetings with UHCC faculty to answer detailed questions.
related to the Kaka’ako Health Sciences reorganization and its relationship to the proposed UHCC Business Plan Update.

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

The reorganization should realign direct reports, thereby minimizing confusion over authority and roles. Further, the resulting clarity in supervision and responsibilities should yield improved customer service to not only internal JABSOM and UHCC constituents, but also, and more importantly, JABSOM and UHCC students, hospital/community affiliates, and outside patients.

Kaka’ako Health Sciences will integrate the IT Network and Telephone Systems, a plan that is currently being socialized between JABSOM and UHCC. Potential cost savings for the UHCC = $100,000 per year.

Anticipated integration and cross-coverage of janitorial, landscaping, facilities, IT, fiscal, HR, communications, contracting, and special events will render personnel savings for the campus from attrition, and reducing the need to hire more staff.

The reorganization will provide integration of improved telecommunications, network security and cross coverage; improved and streamlined faculty and staff recruitment and personnel management process; shared best practices across the Kaka’ako campus. Maximization of underutilized physical assets of both JABSOM and UHCC can be managed collectively.

III. IMPACT ON RESOURCES AND THE UNIVERSITY:
Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

A. Impact on budget resources:
   1. What is the estimated cost of the reorganization? No additional cost to JABSOM or UHCC.
   2. Are additional funds needed? None
      If so, how will the cost of the reorganization be funded? The reorganization will be funded by existing resources.
   3. Will the reorganization result in cost savings or be cost neutral? Cost neutral, although savings through greater efficiencies are anticipated
and some have been realized already through shared administrative management following personnel attrition.

B. Impact on Operational Resources:
1. What is the overall impact on faculty and staffing responsibilities, if any? None.

2. Will additional faculty/support personnel be required? No.
   If so, what is the plan to obtain the additional faculty staffing to successfully implement the reorganization? Not Applicable.

3. Will there be a reduction in faculty/staff? No planned reduction, but greater efficiency may eliminate the need for refilling a position left empty through attrition.
   If so, what steps have been taken to ensure proper consultation? N/A.

4. Identify faculty/staff positions impacted by the anticipated changes.

a. Chart I
   i. #89077 moved from Chart II (Office of the Dean) to Kaka’ako Health Sciences Executive Office
   ii. #24033 moved from Chart II (Office of the Dean) to Kaka’ako Health Sciences Executive Office
   iii. #89226 moved from UHCC Chart I (Office of the Director) to Kaka’ako Health Sciences Executive Office
   iv. #900554 moved from UHCC Chart I (Office of the Director) to Kaka’ako Health Sciences Executive Office
   v. #89490 moved from Chart II (Office of the Dean) to Kaka’ako Health Sciences Executive Office
   vi. #13479 moved from Chart II (Office of the Dean) to Kaka’ako Health Sciences Executive Office to reflect historic supervisory relationship under #89490 (Chief Financial Officer)
   vii. #79213 moved from Chart II (Office of the Dean) to Kaka’ako Health Sciences Executive Office

b. Chart II (Office of the Dean)
   i. #82763 included in reorganization for Public Health to Social Work
   ii. #84961 moved from Chart V (Medicine) to Chart III (Graduate Medical Education (.25)

b. Chart III (Office of the Associate Dean of Academic Affairs)
i. #89075 moved from Chart II (Associate Dean for Medical Education) to Chart III (Associate Dean for Academic Affairs)

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

e. Chart III-B (Office of the Associate Dean for Academic Affairs)
   i. #82256 moved from Chart II to Chart III-B (Library)
   ii. #85854 moved from Chart II to Chart III-B (Library)
   iii. #88953 moved from Chart II to Chart III-B (Library)
   iv. #78590 moved from Chart II to Chart III-B (Library)
   v. #78610 moved from Chart II to Chart III-B (Library)
   vi. #900221 moved from Chart II to Chart III-B (Library)
   vii. #83236 moved from Chart V (Medicine) to Chart III-B (Simulation Center) (.49)

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

(38)

(0.50) to reflect dedicated unit for faculty position

\[ g. \text{ Chart IV (Fundamentals of Health Science – formerly Basic Sciences)} \]

i. #83878 moved from Anatomy to IBR
ii. #82858 moved from Tropical Medicine to Biostatistics
iii. #86194 moved from Chart II (Office of the Dean) to Chart IV (Biostatistics)
iv. #85668 moved from Chart V (Medicine) to Chart IV (Biostatistics) (.25)
v. #84994 moved from Chart V (Medicine) to Chart IV (Tropical Medicine) (.75)
vi. #88361 swept to Chancellor's Pool (.41)
vii. #83651, per agreement with faculty member, moved from Chart V (Complementary and Alternative Medicine) to Chart IV (Fundamentals of Health Sciences Departments)

\[ h. \text{ Chart V (Clinical Sciences Departments)} \]

i. #83979 moved from Chart IV (Tropical Medicine) to Chart V (Medicine)
ii. #82791 moved from Medicine to CCR
iii. #82194 moved from Medicine to CCR
iv. #82978 moved from Medicine to CCR
v. #85664 moved from Medicine to MRI
vi. #84152 moved from Medicine to MRI (.55)
vii. #83495 moved from Medicine to MRI (.25)
viii. #70171 moved from Medicine to HICFA (.40)
ix. #83526 moved from CAM to AHEC (.25)
x. #80186 moved from Medicine the Native Hawaiian Health
xi. #87136 moved from Geriatrics to Surgery (.50)
xii. #83300 added to NHCQE pending Budget approval (no count)
xiii. #83906 issued from Chancellor’s Pool (#82589) (.50)
xiv. #87034 issued from Chancellor’s Pool (#82159)
xv. #83671 issued from Chancellor’s Pool (#84654)
xvi. #84030 issued from Chancellor’s Pool (#84534 (.27),
     #8361 (.41), #84146 (.40))
xvii. #88679 abolished; 0.25 FTE moved to #88890
xviii. #8432 increase FTE from .35 to .43 from 1.08 issued for
       #84030
xix. #84146 swept to the Chancellor’s Pool (.40)
x. #83653 reduced FTE from .25 to .20, .05 FTE issued to
     #84484
xx. #84484 increased FTE from .20 to .25, .05 FTE from #83653
xxi. #85805 reduced FTE from .24 to 0, .05 FTE to #82520, .05
     FTE to #83099 and .14 FTE to #85665
xxii. #82520 increased FTE from .10 to .15, .05 FTE from #85805
xxiii. #83099 increased FTE from .10 to .15, .05 FTE from #85805
xxiv. #85665 increased FTE from .25 to .39, .05 FTE from #85805
xxv. #82997 moved from Native Hawaiian Health to Native and
     Pacific Health Disparities Research to reflect dedicated
     faculty position for unit

i. Chart VI (University of Hawai‘i Cancer Center)
   i. #89465 moved from UHCC Chart I (Office of the Director) to
      Chart VI (UHCC)
   ii. #16998 moved from UHCC Chart I (Office of the Director) to
      Chart VI (UHCC)
   iii. #70191 moved from UHCC Chart I (Clinical Sciences) to
        Chart VI (UHCC Organized Research Unit – Clinical and
        Translational Research)
   iv. #82081 moved from UHCC Chart I (Clinical Sciences) to
       Chart VI (UHCC Organized Research Unit – Clinical and
       Translational Research)
   v. #82569 moved from UHCC Chart I (Clinical Sciences) to
      Chart VI (UHCC Organized Research Unit – Clinical and
      Translational Research)
vi. #86164 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)

vii. #47530 moved from UHCC Chart I (Clinical Sciences) to Chart VI (UHCC Organized Research Unit – Clinical and Translational Research)

viii. #85906 moved from UHCC Chart I (Cancer Etiology) to Chart VI UHCC Organized Research Unit – Cancer Programs)

ix. #70031moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

x. #70032 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xi. #70037 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xii. #70038 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xiii. #70039 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xiv. #70203 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xv. #70204 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xvi. #70209 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xvii. #82133 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xviii. #82574 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xix. #82920 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xx. #82954 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxi. #83271 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxii. #83330 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxiii. #84031 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxiv. #85911 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxv. #85913 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxvi. #85917 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxvii. #85918 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxviii. #86152 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxix. #86227 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxx. #86231 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxi. #88357 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxii. #88360 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxiii. #88355 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxiv. #88656 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxv. #88660 moved from UHCC Chart I (Social and Behavioral Sciences) to Chart VI (UHCC Organized Research Unit – Cancer Programs)
xxxvi. #86265 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Cancer Programs)

xxxvii. #86188 moved from UHCC Chart I (Shared Resources) to Chart VI (UHCC Organized Research Unit – Shared Resources)

xxxviii. #87684 added as new position on Chart VI (UHCC Organized Research Unit – Shared Resources)

xxxix. #83390 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit – Shared Resources)

j. Chart VII (Administrative Services Kaka‘ako)
   i. #77048 moved from Chart II (OFAA) to Chart VII (OCFHR)
   ii. #81114 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)
   iii. #80676 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)
   iv. #81984 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)
   v. #80008 moved from Chart II (OFAA) to Chart VII (OCFHR)
   vi. #80170 moved from Chart II (OFAA) to Chart VII (OCFHR)
   vii. #80185 moved from Chart II (OFAA) to Chart VII (OCFHR)
   viii. #80081 moved from Chart II (OFAA) to Chart VII (OCFHR)
   ix. #80007 moved from Chart II (OFAA) to Chart VII (OCFHR)
   x. Per agreement with staff member, #77100 moved from Chart II (OME) to Chart VII (OCFHR)
   xi. #81516 moved from Chart II (Human Resources) to Chart VII (OCFHR)
   xii. #80091 moved from Chart II (Human Resources) to Chart VII (OCFHR)
   xiii. #77453 moved from Chart II (OFAA) to Chart VII (OCFHR); #24032 Abolished/Count used to establish
   xiv. #79580 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)
   xv. #80011 moved from Chart II (Hospital and External Business Affairs) to Chart VII (Risk and Clinical Affairs)
   xvi. #79581 moved from UHCC Chart I (Admin Support Services) to Chart VII (Communications, Media, and Government)
   xvii. #80370 moved from UHCC Chart I to Chart VII (Communications, Media, and Government)
   xviii. #79901 moved from Chart II (Office of the Dean) to Chart VII (IT)
   xix. #79195 moved from Chart II (IT) to Chart VII (IT)
xx. #81828 moved from UHCC Chart I (Admin Support Services) to Chart VII (IT)
xxi. #79996 moved from Chart II (IT) to Chart IV (Anatomy)
xxii. #79973 moved from Chart II (IT) to Chart VII (IT)
xxiii. #79951 moved from Chart II (IT) to Chart VII (IT)
xxiv. #79962 moved from Chart II (IT) to Chart VII (IT)
xxv. #79963 moved from Chart II (IT) to Chart VII (IT)
xxvi. #80026 moved from Chart II (IT) to Chart VII (IT)
xxvii. #81590 moved from Chart II (IT) to Chart VII (IT)
xxviii. #79921 moved from Chart II (Office of the Dean) to Chart VII (OCFHR)
xxx. Per agreement with staff member, #81037 moved from Chart IV (Anatomy) to Chart VII (OCFHR)

k. Chart VII-A (Facilities Management and Planning)
   i. #78540 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   ii. #79582 moved from UHCC Chart I (Admin Support Services) to Chart VII-A (Facilities)
   iii. #80098 moved from UHCC Chart I (Admin Support Services) to Chart VII-A (Facilities)
   iv. #77697 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   v. #77967 moved from Chart II (Facilities) to Chart VII-A (Facilities)
   vi. #77696 moved from Chart II (Facilities) to Chart VII-A (Maintenance)
   vii. #77692 moved from Chart II (Facilities) to Chart VII-A (Maintenance)
   viii. #900661 moved from Chart II-A (Maintenance Services) to Chart VII-A (Maintenance)
   ix. #78025 moved from Chart II (Facilities) to Chart VII-A (EHSO)
   x. #900662 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
   xi. #900663 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
   xii. #900658 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)
   xiii. #900674 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
   xiv. #900664 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xv. #900665 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xvi. #900666 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xvii. #900667 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xviii. #900668 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II) (.50)
xix. #77941 moved from Chart II-A (Custodial and Grounds) to Chart VII-A (Custodial and Grounds)
xx. #900675 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxi. #900669 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxii. #900670 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxiii. #900671 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxiv. #900672 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxv. #900673 moved from Chart II-A (Custodial Unit III) to Chart VII-A (Custodial Unit III) (.50)
xxvi. #900659 moved from Chart II-A (Grounds Services) to Chart VII-A (Grounds Services)
xxvii. #900650 moved from Chart II-A (Grounds Services) to Chart VII-A (Grounds Services)
xxviii. 78617 moved from Chart II (Facilities) to Chart VII-A (Parking)
xxix. #77776 moved from Chart II (Facilities) to Chart VII-A (Parking)

C. Impact on space resources:
1. Will additional space outside own resources/allocations be required?
   No.
   If so, has the Vice Chancellor for Administration, Finance and Operations (VCAFO) or designee been consulted? N/A
## Program Title:
John A. Burns School of Medicine / University of Hawai'i Cancer Center

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart Position No.(s)</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>I</td>
<td>89077</td>
<td>F 89077 moved from Chart II (Dean) to Chart I (Executive Office)</td>
<td>Department needs</td>
</tr>
<tr>
<td>2</td>
<td>I</td>
<td>24033</td>
<td>V 24033 moved from Chart II (Dean) to Chart I (Executive Office)</td>
<td>Department needs</td>
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<tr>
<td>3</td>
<td>I</td>
<td>89226</td>
<td>V 89226 moved from UHCC Chart I to Chart I (Executive Office)</td>
<td>Department needs</td>
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<td>I</td>
<td>900554</td>
<td>F 900554 moved from UHCC Chart I to Chart I (Executive Office)</td>
<td>Department needs</td>
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<td>5</td>
<td>I</td>
<td>89490</td>
<td>F 89490 moved from Chart II (Dean) to Chart I (Executive Office)</td>
<td>Department needs</td>
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<td>6</td>
<td>I</td>
<td>13479</td>
<td>F 13479 moved from Chart II (Dean) to Chart I (Executive Office)</td>
<td>Department needs</td>
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<td>7</td>
<td>I</td>
<td>79213</td>
<td>F 79213 moved from Chart II (Dean) to Chart I (Executive Office)</td>
<td>Department needs</td>
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<td>8</td>
<td>IV</td>
<td>83651</td>
<td>F 83651 moved from Chart V (CAAM) to Chart IV (Fundamentals of Health Science)</td>
<td>Faculty agreement</td>
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<tr>
<td>9</td>
<td>II</td>
<td>82763</td>
<td>F 82763 Included in reorg for Public Health to Social Work</td>
<td>Department needs</td>
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<tr>
<td>10</td>
<td>III</td>
<td>89075</td>
<td>V 89075 moved from Chart II (ADME) to Chart III (ADAA)</td>
<td>Position redescription</td>
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<td>III-A</td>
<td>82126</td>
<td>F 82126 moved from Chart IV to Chart III-A (Medical Technology) (.45)</td>
<td>Revised org chart</td>
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<td>84340</td>
<td>V 84340 moved from Chart IV to Chart III-A (Medical Technology) (.20)</td>
<td>Revised org chart</td>
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<td>V 84955 moved from Chart IV to Chart III-A (Medical Technology) (.35)</td>
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<td>F 82600 moved from Chart IV to Chart III-A (CSD) (.50)</td>
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<td>Item No.</td>
<td>Chart No.(s)</td>
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<td>Classification/Organizational/Functional Change</td>
<td>Basis for Change/Impact on Position</td>
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<td>Item No.</td>
<td>Chart Position</td>
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<td>Classification/Organizational/Functional Change</td>
<td>Basis for Change/Impact on Position</td>
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<tr>
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<td>85823</td>
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<td>56</td>
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<td>88890 increased by 0.25 FTE from 88679 (total FTE to .50)</td>
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</tr>
<tr>
<td>57</td>
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<tr>
<td>58</td>
<td>IV</td>
<td>82858</td>
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<tr>
<td>59</td>
<td>IV</td>
<td>86194</td>
<td>V 86194 moved from Chart II (Office of the Dean) to Chart IV (Biostatistics)</td>
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<tr>
<td>60</td>
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<td>85668</td>
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<tr>
<td>61</td>
<td>IV</td>
<td>84994</td>
<td>V 84994 moved from Chart V (Medicine) to Chart IV (Tropical Medicine) (.75)</td>
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</tr>
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<td>62</td>
<td>IV</td>
<td>88361</td>
<td>V Position Swept (.41)</td>
<td>Revised org chart</td>
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<tr>
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<td>V</td>
<td>83979</td>
<td>V 83979 moved from Chart IV (Tropical Medicine) to Chart V (Medicine)</td>
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<tr>
<td>64</td>
<td>V</td>
<td>82791</td>
<td>F 82791 moved from Medicine to CCR</td>
<td>Revised org chart</td>
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<td>82194</td>
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<td>V</td>
<td>82978</td>
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<td>67</td>
<td>V</td>
<td>85664</td>
<td>F 85664 moved from Medicine to MRI</td>
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<tr>
<td>68</td>
<td>V</td>
<td>84152</td>
<td>F 84152 moved from Medicine to MRI (.55)</td>
<td>Revised org chart</td>
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<tr>
<td>69</td>
<td>V</td>
<td>83495</td>
<td>F 83495 moved from Medicine to MRI (.25)</td>
<td>Revised org chart</td>
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</table>
# University of Hawai‘i at Mānoa
## Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

### Program Title:  John A. Burns School of Medicine / University of Hawai‘i Cancer Center

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No.(s)</th>
<th>Affected Chart Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
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</thead>
<tbody>
<tr>
<td>70</td>
<td>V</td>
<td>70171</td>
<td>F 70171 moved from Medicine to HICFA (.40)</td>
<td>Revised org chart</td>
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<tr>
<td>71</td>
<td>V</td>
<td>83526</td>
<td>F 83526 moved from CAM to AHEC (.25)</td>
<td>Revised org chart</td>
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<tr>
<td>72</td>
<td>V</td>
<td>80186</td>
<td>V 80186 moved from Medicine to the Native Hawaiian Health</td>
<td>Unit needs</td>
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<tr>
<td>73</td>
<td>V</td>
<td>87136</td>
<td>V 87136 moved from Geriatrics to Surgery (.50)</td>
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<tr>
<td>74</td>
<td>V</td>
<td>83300</td>
<td>V 83300 added to NHCOE pending Budget approval (no count)</td>
<td>Pending Budget app</td>
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<tr>
<td>75</td>
<td>V</td>
<td>83906</td>
<td>F #82589 issued fr Chan Pool used to establish 83906 added to NHCOE (.50)</td>
<td>Issued fr Chan Pool</td>
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<td>76</td>
<td>V</td>
<td>87034</td>
<td>F #82159 issued fr Chan Pool used to establish 87034 added to NHCOE</td>
<td>Issued fr Chan Pool</td>
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<tr>
<td>77</td>
<td>V</td>
<td>83671</td>
<td>V #84654 issued fr Chan Pool used to establish 83671 added to NHCOE</td>
<td>Issued fr Chan Pool</td>
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<tr>
<td>78</td>
<td>V</td>
<td>84030</td>
<td>F #84534 (.27), #88361 (.41), #84146 (.40) issued from Chan Pool to establish #84030 (1.00) added to NHCOE. (.08 remaining issued to #88432)</td>
<td>Issued fr Chan Pool</td>
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<tr>
<td>79</td>
<td>V</td>
<td>88679</td>
<td>88679 abolished; 0.25 FTE moved to 88890</td>
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<tr>
<td>80</td>
<td>V</td>
<td>88432</td>
<td>V 0.25 FTE moved from 88432 to 84994</td>
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</tr>
<tr>
<td>81</td>
<td>V</td>
<td>84146</td>
<td>V Swept to Chan Pool (.40)</td>
<td>Chan pooled</td>
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<tr>
<td>82</td>
<td>V</td>
<td>88432</td>
<td>V Increase FTE from .35 to .43 use bal. from 1.08 issued for #84030</td>
<td>Department needs</td>
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<tr>
<td>83</td>
<td>V</td>
<td>83653</td>
<td>F 83653 Reduced FTE from .25 to .20, .05 FTE issued to #84484</td>
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<td>V</td>
<td>84484</td>
<td>F 84484 Increase FTE from .20 to .25, .05 FTE from #83653</td>
<td>Department needs</td>
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<tr>
<td>85</td>
<td>V</td>
<td>85805</td>
<td>V 85805 Reduced FTE from .24 to 0, .05 FTE to #82520, .05 FTE to #83099 and .14 FTE to #85665</td>
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<tr>
<td>86</td>
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<td>82520</td>
<td>F 82520 Increase FTE from .10 to .15, .05 FTE from #85805</td>
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<tr>
<td>87</td>
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<tr>
<td>88</td>
<td>V</td>
<td>85665</td>
<td>F 85665 Increase FTE from .25 to .39, .05 FTE from #85805</td>
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<tr>
<td>89</td>
<td>VI</td>
<td>89465</td>
<td>F 89465 moved from UHCC Chart I (Office of the Director) to Chart VI (UHCC)</td>
<td>Revised org chart</td>
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</tbody>
</table>

**Jeffery Long - Human Resources Specialist**  
**Administrator's Signature, Name and Title**  
**Date**  
**Telephone Number**  
2/1/2016  
692-1172
## University of Hawai‘i at Mānoa

### Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

### Program Title: John A. Burns School of Medicine / University of Hawai‘i Cancer Center

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<thead>
<tr>
<th>Item No.</th>
<th>Chart No.</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)</th>
<th>Basis for Change/Impact on Position</th>
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<tr>
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<td>F 16998 moved from UHCC Chart I (Office of the Director) to Chart VI (UHCC)</td>
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<td>96</td>
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<td>F 85911 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Org)</td>
<td>Revised org chart</td>
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</table>

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**Jeffery Long - Human Resources Specialist**  
2/1/2016 692-1172

**Administrator's Signature, Name and Title**  
Date  
Telephone Number

H R Review  
OFA Review  

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<thead>
<tr>
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<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
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<tr>
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<td>116</td>
<td>VI</td>
<td>86152</td>
<td>F 86152 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit)</td>
<td>Revised org chart</td>
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<td>117</td>
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<td>119</td>
<td>VI</td>
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<td>Revised org chart</td>
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<tr>
<td>121</td>
<td>VI</td>
<td>88355</td>
<td>F 88355 moved from UHCC Chart I (Natural Products) to Chart VI (UHCC Organized Research Unit)</td>
<td>Revised org chart</td>
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<td>122</td>
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<tr>
<td>124</td>
<td>VI</td>
<td>86265</td>
<td>F 86265 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit)</td>
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<tr>
<td>125</td>
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<td>86188</td>
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<tr>
<td>126</td>
<td>VI</td>
<td>87684</td>
<td>F 87684 added as new position on Chart VI (UHCC Organized Research Unit)</td>
<td>Revised org chart</td>
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<tr>
<td>127</td>
<td>VI</td>
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<td>F 83390 moved from UHCC Chart I (Cancer Etiology) to Chart VI (UHCC Organized Research Unit)</td>
<td>Revised org chart</td>
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<tr>
<td>128</td>
<td>VII</td>
<td>77048</td>
<td>F 77048 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
<td>Revised org chart</td>
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<tr>
<td>129</td>
<td>VII</td>
<td>81114</td>
<td>F 81114 moved from UHCC Chart I (Admin Support Services) to Chart VII (OCFHR)</td>
<td>Revised org chart</td>
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<tr>
<td>130</td>
<td>VII</td>
<td>80676</td>
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<td>Revised org chart</td>
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<td>131</td>
<td>VII</td>
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<td>Revised org chart</td>
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<tr>
<td>132</td>
<td>VII</td>
<td>80008</td>
<td>F 80008 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
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<tr>
<td>133</td>
<td>VII</td>
<td>80170</td>
<td>F 80170 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
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<td>134</td>
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<td>F 80185 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
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<tr>
<td>135</td>
<td>VII</td>
<td>80081</td>
<td>F 80081 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
<td>Revised org chart</td>
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</tbody>
</table>

Jeffery Long - Human Resources Specialist

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

Date: 2/1/2016

Telephone Number: 692-1172
# Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

## Program Title:
John A. Burns School of Medicine / University of Hawai'i Cancer Center

<table>
<thead>
<tr>
<th>Item No.</th>
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<tbody>
<tr>
<td>136</td>
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<td>80007</td>
<td>F 80007 moved from Chart II (OFAA) to Chart VII (OCFHR)</td>
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<td>137</td>
<td>VII</td>
<td>77100</td>
<td>F 77100 moved from Chart II (OME) to Chart VII (OCFHR)</td>
<td>Employee Agreement</td>
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<tr>
<td>138</td>
<td>VII</td>
<td>81516</td>
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<td>80991</td>
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<tr>
<td>140</td>
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<td>77453</td>
<td>#24023 Abolished/Count used to establish F 77453 move Chart II to Chart VII</td>
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<td>142</td>
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<td>80011</td>
<td>F 80011 moved from Chart II (Hospital and External Business Affairs) to Chart VII</td>
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<td>143</td>
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<tr>
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<td>VII</td>
<td>80370</td>
<td>F 80370 moved from UHCC Chart I to Chart VII (Communications, Media, and Marketing)</td>
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<tr>
<td>145</td>
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<td>79901</td>
<td>F 79901 moved from Chart II (Office of the Dean) to Chart VII (IT)</td>
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<td>146</td>
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<td>V 79195 moved from Chart II (IT) to Chart VII (IT)</td>
<td>Revised org chart</td>
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<td>81828</td>
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<td>F 79996 moved from Chart II (IT) to Chart IV (Anatomy)</td>
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<tr>
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<td>81590</td>
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<td>79921</td>
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<tr>
<td>156</td>
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<td>80365</td>
<td>F 80365 moved from Chart II (Office of the Dean) to Chart VII (Budget, Surveys and Research)</td>
<td>Revised org chart</td>
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<tr>
<td>157</td>
<td>VII</td>
<td>81037</td>
<td>F 81037 moved from Chart IV (Anatomy) to Chart VII (OCFHR)</td>
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<td>158</td>
<td>VII-A</td>
<td>78540</td>
<td>F 78540 moved from Chart II (Facilities) to Chart VII-A (Facilities)</td>
<td>Revised org chart</td>
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</tbody>
</table>

---

**Jeffery Long - Human Resources Specialist**

**Administrator's Signature, Name and Title**

**Date**

**Telephone Number**

HR Review

OFA Review

---

51
## Program Title:
John A. Burns School of Medicine / University of Hawai'i Cancer Center

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<tr>
<th>Item No.</th>
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<tr>
<td>159</td>
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<td>79582</td>
<td>F 79582 moved from UHCC Chart I (Admin Support Services) to Chart VII-A (Facilities)</td>
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<td>161</td>
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<td>F 77696 moved from Chart II (Facilities) to Chart VII-A (Maintenance)</td>
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<td>167</td>
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<td>F 900662 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)</td>
<td>Revised org chart</td>
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<tr>
<td>168</td>
<td>VII-A</td>
<td>900663</td>
<td>F 900663 moved from Chart II-A (Custodial Unit II) to Chart VII-A (Custodial Unit II)</td>
<td>Revised org chart</td>
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<tr>
<td>169</td>
<td>VII-A</td>
<td>900658</td>
<td>F 900658 moved from Chart II-A (Custodial Unit I) to Chart VII-A (Custodial Unit I)</td>
<td>Revised org chart</td>
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<tr>
<td>170</td>
<td>VII-A</td>
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<td>F 77941 moved from Chart II-A (Custodial and Grounds) to Chart VII-A (Custodial and Grounds)</td>
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<td>VII-A</td>
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<td>181</td>
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<td>Revised org chart</td>
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</tbody>
</table>

Jeffery Long - Human Resources Specialist

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

Date: 1-Feb-16

Telephone Number: 692-1172

HR Review: __________________

OFA Review: __________________
# Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

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<tr>
<td>182</td>
<td>VII-A</td>
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<tr>
<td>183</td>
<td>VII-A</td>
<td>900659</td>
<td>V 900659 moved from Chart II-A (Grounds Services) to Chart VII-A (G)</td>
<td>Revised org chart</td>
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<td>184</td>
<td>VII-A</td>
<td>900650</td>
<td>V 900650 moved from Chart II-A (Grounds Services) to Chart VII-A (G)</td>
<td>Revised org chart</td>
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<td>185</td>
<td>VII-A</td>
<td>78617</td>
<td>F 78617 moved from Chart II (Facilities) to Chart VII-A (Parking)</td>
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<tr>
<td>186</td>
<td>VII-A</td>
<td>77776</td>
<td>F 77776 moved from Chart II (Facilities) to Chart VII-A (Parking)</td>
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<td>187</td>
<td>III</td>
<td>84961</td>
<td>F 84961 (0.25) moved from Chart V (Medicine) to Chart III (GME)</td>
<td>Department needs</td>
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<td>188</td>
<td>III-B</td>
<td>83236</td>
<td>F 83236 (0.49) moved from Chart V (Medicine) to Chart III-B</td>
<td>Department needs</td>
</tr>
</tbody>
</table>

Jeffery Long - Human Resources Specialist

Administrator’s Signature, Name and Title: 1-Feb-16 692-1172
CURRENT
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
null
OFFICE OF THE DEAN – Org Code: MADNMD

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. It is responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. It establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education, conducts accredited graduate medical education programs in community hospitals, and is responsible for general program development in accord with Legislative mandate and University policies.

Advisory Groups to the Dean:

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

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

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

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

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

The Office of the Associate Dean for Medical Education assists the Dean in overseeing all of the medical education operations. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. It focuses on the continuum of education, including post-baccalaureate (Imi HoʻOla) program, medical school, residency/fellowship, and post-graduation continuing medical educational formats. It is also responsible for working and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integration of their teaching effort through the departments and Office of Medical Student Education.
Office of Medical Student Education – Org Code: MAMSMD
The Office of Medical Student Education (MSE) is responsible for the coordination and administration of the educational programs leading to the M.D. degree, the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum.

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

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

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

Parking and Auxiliary Services – Org Code: MAPAMD
Responsible for the management of the three parking lots, physical access security to all Kaka'ako facilities and auxiliary services for the Kaka'ako campus.

Custodial, Grounds and Maintenance Services – Org Code: MAFCGM
Responsible for providing custodial, grounds keeping and building maintenance services to the JABSOM Kaka'ako campus.

OFFICE OF STUDENT AFFAIRS AND ADMISSIONS – Org Code: MASSMD
This major academic support program is under the direction of a Director, coordinating many student services and activities which include the following:
Student advising, counseling, registration, etc.
Financial Aid – in close collaboration with UH Manoa Financial Aid Office.
Staff support of admissions processing. An Admissions Committee makes the decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
Past and current student records.
Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

OFFICE OF HOSPITAL AND EXTERNAL BUSINESS AFFAIRS – Org Code: MAEXMD
The Office of Hospital and External Business Affairs (HEBA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.
OFFICE OF FISCAL AND ADMINISTRATIVE AFFAIRS – Org Code: MAFAMD

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

Office of Information Technology – Org Code: MAITMD
The Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources.

Office of Human Resources – Org Code: MAHRMD
The Office of Human Resources (HR) provides human resources management for all personnel matters within JABSOM.
Office of Facilities Management and Planning – Org Code: MAFMMD

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

Custodial, Grounds and Maintenance Services – Org Code: MAFCGM

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

Custodial Services Unit I – Org Code: MAFCCA

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

Custodial Services Unit II – Org Code: MAFCCB

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

Custodial Services Unit III – Org Code: MAFCCC

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

Grounds Services – Org Code: MAFCGS

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

Maintenance Services – Org Code: MAFCMS

Maintenance Services will provide building maintenance services to the JABSOM facility including the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF PUBLIC HEALTH STUDIES

FUNCTIONAL STATEMENT

OFFICE OF PUBLIC HEALTH STUDIES – Org Code: MAADPH

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

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

DEPARTMENT OF PUBLIC HEALTH SCIENCES AND EPIDEMIOLOGY – Org Code: MASEPH

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality.

The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

PUBLIC HEALTH GRADUATE PROGRAM – Org Code: MAGDPH

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

PUBLIC HEALTH ADMISSIONS AND STUDENT SERVICES – Org Code: MASSPH

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

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

### Allied and Basic Sciences Departments

**Associate Dean (Research)**

### Department of Anatomy, Biochemistry, and Physiology

**Org Code:** MABPM

- **Chair (appointed from Faculty positions)**
  - Admin Officer, PBB: #77021, #71037
  - Lab Coordinator, PBA, #70141
- **Instructional Faculty:** 13.60
  - #62162 (0.50), #62535 (0.75), #62720 (0.75), #62751 (0.50), #62021, #63463, #63367, #63878, #64128, #64028, #64533 (0.10), #68571, #68520, #67158, #68875, #68958
  - Specialist Type Faculty: 1.00
  - #84195
  - Graduate Assistants: 1.50
    - #63413, #68138, #68458

### Department of Cell and Molecular Biology

**Org Code:** MACMB

- **Chair (appointed from Faculty positions)**
  - Educational Specialist, PBB, #83039
- **Instructional Faculty:** 10.00
  - #82257, #82304, #83468, #83557, #83991, #84435, #84630, #86705, #85719, #85089
  - Researcher Type Faculty: 1.47
    - #82423 (0.49), #82902 (0.49), #88684 (0.49)
  - Graduate Assistants: 1.00
    - #86203, #86942

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

**Org Code:** MATMPM

- **Chair (appointed from Faculty positions)**
  - Admin Officer, PBB, #79325
  - Admin Officer, PBA, #80961
- **Instructional Faculty:**
  - #70172, #62296, #62389, #62541, #62834, #62558, #63931, #84143, #86565 (0.49), #86862, #87069
- **Specialist Type Faculty:** 0.90
  - #83979

### Department of Medical Technology

**Org Code:** MAMET

- **Chair (appointed from Faculty positions)**
  - Secretary II: #15267
- **Instructional Faculty:** 3.00
  - #84128 (0.49), #84955 (0.45), #86735 (0.10), #87251 (0.45), #88958

### Department of Communication Sciences and Disorders

**Org Code:** MACSD

- **Chair (appointed from Faculty positions)**
  - Secretary II: *To be established*
- **Instructional Faculty:** 4.25
  - #82146 (0.25), #84587 (0.50), #85000 (0.50), #85699, #85464, #85534 (0.50), #86199 (0.50)
- **Specialist Type Faculty:** 1.00
  - #83586
- **Graduate Assistant:** 0.41
  - #88361

### Institute for Biogenesis Research

**Org Code:** MAIBGS

- **Non-Appropriated Funds**

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* To be established
ALLIED AND BASIC SCIENCES DEPARTMENTS – Org Code: MARSMD

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

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

The department provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. It also provides undergraduate level instruction in anatomy for paramedical and biological science programs. It maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control.

The department also provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, post doctorate, and continuing education students. Besides the various A.B., B.S., Ph.D., and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program. It provides instructional services in physiology to undergraduate, graduate and medical students; trains graduate students toward M.S. and Ph.D. degrees in physiology; engages in both basic and applied research in Physiology; and renders services as needed by the local, national and international communities. Our faculty is on the forefront of investigative programs dealing with the care, treatment, and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

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

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB

The department provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large. Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawai’i Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.
DEPARTMENT OF TROPICAL MEDICINE, MEDICAL MICROBIOLOGY, AND PHARMACOLOGY – Org Code: MATMPM

The department works toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine, and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology, and public health. Teaching efforts in pharmacology are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students. Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

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

DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT

It is the goal of this department to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawai‘i and areas in the Pacific Basin. Specific objectives of this department are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master’s level degree program for medical technologists.

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD

Objectives of this department are as follows: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; and to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.
STATE OF HAWAIʻI
UNIVERSITY OF HAWAIʻI
UNIVERSITY OF HAWAIʻI AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
CLINICAL SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT

CLINICAL SCIENCES DEPARTMENTS – Org Code: MACSMD

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

DEPARTMENT OF MEDICINE – Org Code: MAMED

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

Center for Cardiovascular Research – Org Code: MACCR

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

1. The development of a strong mentoring group of established investigators with interdisciplinary but complementary backgrounds in vascular and cardiovascular biology, to support the career growth of a select group of young investigators.

2. The development of a strategic plan to assist in the recruitment and retention of talented and funded young faculty and established investigators in faculty positions in order to promote the continued growth of a cardiovascular research program into a major research discipline with stable funding opportunities to not only parallel but to eventually replace COBRE funding.

Hawaiʻi Center for AIDS Research – Org Code: MAHCAR

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

Magnetic Resonance Imaging Center – Org Code: MAMRIC

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

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

The department trains medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology, and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various

69
disease processes, and the pathology of the reproductive organs. Also develops seminars and training programs for the practicing physician.

DEPARTMENT OF PATHOLOGY – Org Code: MAPATH

The department provides instruction for medical students in basic, systematic, and clinical pathology, which bridges the basic sciences with clinical medicine. It also makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology, as well as integrates and instructs pathology at the community hospitals. The University’s involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

DEPARTMENT OF PEDIATRICS – Org Code: MAPED

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

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.

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

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

DEPARTMENT OF PSYCHIATRY – Org Code: MAPSTY

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

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

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

DEPARTMENT OF SURGERY – Org Code: MASURG

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

DEPARTMENT OF FAMILY MEDICINE AND COMMUNITY HEALTH – Org Code: MAFMCH
The department provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological, and social health. Long range objectives for the department are as follows: to increase access to primary care in Hawai‘i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; and to provide a realistic view of primary care medicine as a career.

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

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

Imi Ho‘ola Program – Org Code: MAIHP
The Imi Ho‘ola Program (IHP) is a post-baccalaureate program designed to provide educational opportunities for individuals whose medical school applications were rejected, but who are deemed capable of succeeding in medical school. The curriculum emphasizes the integration of concepts and principles in the sciences and humanities, and further develops communication and learning skills. Persons benefiting come from an environment that has inhibited the individual from obtaining the knowledge, skills, and abilities required to enroll in and graduate from medical school and/or comes from a family with an annual income below a level based on low-income thresholds as published by the U.S. Bureau of Census.

DEPARTMENT OF COMPLEMENTARY AND ALTERNATIVE MEDICINE – Org Code: MACAAM
The Department of Complementary and Alternative Medicine (CAM) is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries and have given solace and comfort to millions through the ages. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as recognized by the National Institutes of Health (NIH). Hawai‘i has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. Given Hawai‘i’s unique environment and population, JABSOM can become a world leader in the scientific investigation of alternative therapies, providing insights into the potential application and pitfalls of these techniques.
The department provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. In addition to an active educational program that serves fellows, internal medicine residents, and medical students, the program is also very productive in biomedical research. Given the fact that Hawai‘i is an aging State with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of geriatric patients and in research on geriatric diseases is an important component of the State’s healthcare community.
# OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

## UNIVERSITY OF HAWAII CANCER CENTER

## OFFICE OF THE DIRECTOR

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## GRAND TOTAL GENERAL FUNDS: 50.00
OFFICE OF THE DIRECTOR – Org Code: MACRCH

The Director of the University of Hawaii Cancer Center (UH Cancer Center) is responsible for the administrative and overall programmatic direction of the Center, the recruitment of faculty and staff, recommendations for staff appointments and promotion through the usual University procedures, space allocations, budgetary planning and control, program review and evaluation, inter-program interactions, and the development of the UH Cancer Center.

In addition to the administrative responsibilities listed above, the Director of the UH Cancer Center:

- Provides the day-to-day administrative direction for the Center.
- Gives leadership, direction and support to all components of the Center, including overall planning and evaluation functions, centralized services, faculty personnel reviews, and project reviews. Current research programs are Cancer Etiology, Natural Products, Clinical Sciences, and Social and Behavioral Sciences. In addition, the Center also operates a Clinical Trials Unit, a Tumor Registry, a Birth Defects Registry, a Cancer Information Service, and an Outpatient Clinic.
- Cooperates closely with cancer-related education programs of the School of Medicine, including the Office of Public Health Studies, College of Natural Sciences, and other relevant schools and research institutes of the University of Hawai‘i.
- Encourages faculty to participate in UH School of Medicine teaching programs, including the Office of Public Health Studies, and other graduate school teaching programs as appropriate.
- Assists the respective heads of the UH Cancer Center programs in developing coordinated research and education programs and encourages interdisciplinary approaches to research problems involving more than one program including the recruitment of the appropriate faculty and staff of these programs.
- Cooperates closely with on-going research programs in the community to promote, develop and expand new cancer research activities among individual investigators in the community.
- Encourages scientists with research interests similar or complementary to those of the Center scientists to become formally associated with the UH Cancer Center.
- Develops interdisciplinary programs that take advantage of the Center’s special strengths and unique capabilities.
- Provides support for the development of new approaches for the study of cancer prior to requests for funding from extramural agencies.
- Provides a forum for interchange of new ideas and new technology.
- Develops and maintains cooperative and collaborative relationships with all relevant departments and programs of the University, the Research...
Corporation of the University of Hawai‘i (RCUH), and all relevant medical and lay associations and societies in the community.

- Maintains effective relations with the National Cancer Institute (NCI), other appropriate federal funding organizations, the American Cancer Society, and other state and private funding organizations including the pharmaceutical industry.
- Maintains effective relations with federal and state legislature and legislative staff.
- Develops and maintains appropriate relationships with other cancer centers in the nation as well as with international programs in cancer.
- Seeks opportunities that can provide Center-wide support for all program faculty and staff.
- Coordinates methods to enhance public awareness of programmatic activities at the UH Cancer Center.
- Coordinates charitable contributions development in collaboration with the UH Foundation.
- Coordinates volunteers for Center activities, including the Friends of Cancer Research in Hawai‘i.
- Coordinates development of Center-wide promotional, business and scientific brochures and reports.

External Advisory Committee or the External Board of Scientific Advisors

This committee consists of center and program directors from well recognized cancer centers. The External Advisory Committee evaluates the Center’s strengths and weaknesses and gives advice for the future direction of the UH Cancer Center. During their annual review, the advisors are asked to reassess the soundness of the goals set by the Internal Advisory Committee; to assess the progress made with regard to achieving the Center’s goals since the previous year; to evaluate the Center’s present strengths and weaknesses for each program and the Center as a whole; and to recommend actions for improvements and changes necessary to reach the goals sooner.

ADMINISTRATIVE SUPPORT SERVICES – Org Code: MAASCR

Administration

The major functions of the administration are:

- Develop and control the budget.
- Assist with the Center’s planning process.
- Assist with promoting internal communications.
- Procure goods and services.
- Maintain and monitor all grant and contract accounts for principal investigators.
- Provide fiscal and personnel support services for grant administration.
- Issue invoices and monitor income for revolving accounts.
• Coordinate with the RCUH on all accounts for grants and contracts that are service-ordered to the RCUH.
• Coordinate with the University of Hawai‘i Foundation.
• Implement personnel policies for University and RCUH employees.
• Prepare and maintain personnel documents and records.
• Enforce E.E.O. regulations.

Public Information
The major functions of public information are:
• Manage liaison with community health professions and the public in general.
• Identify public information needs; distribute press releases, informational brochures, media kits.
• Coordinate public education and awareness activities with UH Cancer Center programs.

Facilities Maintenance
The major functions of facilities maintenance are:
• Plan, coordinate, and provide maintenance support and services for the following:
  1. Building and grounds.
  2. Equipment.
  3. Laboratories, offices and other rooms.
  5. Furnishings and furniture.
• Provide custodial support services.
• Provide storage area for supplies, equipment and property.
• Provide and maintain centralized resources such as the hot room, cold room, and freezer storage areas.
• Plan, coordinate and monitor capital improvement projects.
• Coordinate maintenance requirements with UH central offices.

Information Technology Support
The major functions of information technology support are:
• Coordinate, manage, and operate Center-wide shared computer resources.
• Develop, maintain, and/or support software tools for data storage, retrieval and analysis.
• Maintain Center-wide data resources.
• Assess evolving computer needs of the Center; propose and implement solutions to these needs.
• Coordinate and provide computer programming support to all units of the
Advise and provide support and services for Center automation, telecommunications, and visual information (graphics).

Provide formal training to new and existing employees.

Research Conferences and Seminars

The major functions of research conferences and seminars are:

- Sponsor and initiate extramural conferences and intramural research seminars to communicate findings, enhance interaction and provoke new ideas within the local community of scientists and also with the national and international community who share the Center’s research goals.

- Coordinate Center-sponsored national and international research conferences and other business meetings held with community organizations.

- Sponsor and initiate seminars and conferences for continuing medical education for the medical community at large.

**SHAREOARED RESOURCES – Org Code: MASRCR**

**Analytical Laboratory**

The major functions of the Analytical Laboratory are:

- Analyze molecules of interest from human tissues and body fluids in support of clinical, epidemiologic and basic science studies relating to the prevention of cancer in human populations.

- Update assays continuously to provide state-of-the-art techniques.

- Facilitate collaborative interdisciplinary research among Center investigators.

- Conduct independent research in aspects of cancer prevention.

**Biostatistics Resource**

The major functions of the Biostatistics Resource are:

- Provide assistance in statistical aspects of study design and data analysis to all units of the UH Cancer Center.

- Coordinate activities relating to the population database and computerized record linkage.

- Keep abreast of relevant developments in the field of computer science and biostatistics.

- Perform research in relevant biostatistical methods.

- Participate in UH School of Medicine teaching programs, including the Office of Public Health Studies, as appropriate.

**Genomics Resource**

The major functions of the Genomics Resource are:
• Provide support to Center investigators in the area of molecular genetics.

• Develop and refine assays such as PCR/RFLP polymorphism detection assays, gene expression assays, and DNA extraction and genotyping assays.

• Develop protocols to facilitate the collection and long-term storage of bi-specimens for genetic studies in epidemiologic research.

Laboratory Support Resource

The major functions of the Lab Support Resource are:

• Collect and dispose of biological and chemical hazardous waste.

• Wash and sterilize glassware.

• Prepare sterile cell culture medium and sterile buffers.

• Produce and distribute liquid nitrogen for cryogenic purposes.

Laboratory Instrumentation

The major functions of the Laboratory Instrumentation Resource are:

• Repair and maintain all Laboratory equipment in the Center.

• Provide tools and skills for construction of small scientific instrumentation and other laboratory requirements.

• Maintain and operate the Center’s emergency generator and oversee 24-hour remote monitoring of all mechanical and liquid nitrogen freezers and cold room.

Nutrition Resource

The major functions of the Nutrition Resource are:

• Provide dietary assessment information that will support diet related cancer research studies.

• Provide investigator access to the comprehensive food composition data base.

• Assist in the development of dietary questionnaires used to estimate dietary intakes of study participants and test various hypotheses in cohort, case-control and intervention studies.

• Update the food composition data base by adding new dietary components, developing recipes of reported mixed dishes, and reviewing 24-hour recalls, food records and diet histories of various studies for accuracy.

• Provide support in gathering dietary data.

• Participate in UH School of Medicine teaching programs, including the Office of Public Health Studies, as appropriate.

Library and Learning Resources

• Plan, coordinate and maintain Center-wide library and learning services.
RESEARCH PROGRAMS

CANCER ETIOLOGY – Org Code: MACECR

The Cancer Etiology Program encompasses both basic laboratory and epidemiologic research. Researchers in this program seek to identify factors, both exogenous and endogenous, which increase or decrease the risk of cancer, and to elucidate the molecular mechanisms that underlie the carcinogenic process.

The major functions of the Etiology Program are:

- Develop and implement well-defined laboratory research projects studying the mechanisms of cancer development at the molecular, cellular and whole animal level.
- Develop laboratory tests which will provide biological/pharmacological explanations for ethnic associated cancer incidence and outcome differences detected through epidemiology research.
- Develop laboratory tests which can be adapted for use in risk assessment, early diagnosis, prognosis, treatment selection and monitoring of certain cancers.
- Coordinate laboratory research programs existing throughout the state, particularly in the areas of environmental carcinogenesis, cancer biology, cancer immunology, and experimental pharmacology and therapeutics.
- Identify etiologic factors in human cancer, through both descriptive and analytic epidemiologic studies.
- Emphasize the unique characteristics of the population of Hawaii, particularly its multi-ethnic composition, as the primary focus for these studies.
- Emphasize unique culturally sensitive methods as a primary focus for these studies.
- Provide assistance in the area of research design to other programs of the UH Cancer Center.
- Collaborate with other programs of the UH Cancer Center, and with agencies outside the Center, in both research and service activities.
- Participate in the UH School of Medicine teaching programs, including the Office of Public Health Studies, and other relevant teaching programs as appropriate.
- Manage the Hawaii Health Registries (Hawaii Tumor Registry and Hawaii Birth Defects Registry) in cooperation with the State Department of Health and Hawaii Medical Association.
- Support training of future researchers in the fields of molecular carcinogenesis and cancer epidemiology.

CLINICAL SCIENCES – Org Code: MACSCR

The overall goal of the Clinical Sciences Program is to conduct basic and applied research in the clinical and population sciences which reduces cancer incidence, morbidity, and mortality. The Program is the locus for the Maurice Sullivan Chair in Cancer Prevention and Control, which was established in 1997.
The major functions of the Clinical Sciences Program are:

- Improve cancer care through the application and evaluation of clinical research in Hawaii's unique multi-ethnic population.
- Operate a Clinical Trials Unit that coordinates and administers virtually all cancer clinical trials in the State of Hawaii.
- Develop treatment protocols in chemoprevention, chemotherapy, immunotherapy, radiation therapy and surgery designed to meet the needs of Hawaii's diverse population.
- Participate in the application of national treatment protocols through cooperative group memberships.
- Develop an outreach program for neighbor island physicians so as to give them access to state-of-the-art treatment including experimental drugs.
- Identify new methods to increase the adoption of established cancer prevention and control interventions in the following areas:
  1. Risk factor removal and protectant addition as in smoking and diet modification.
  2. Early detection procedures such as mammography and Pap cervical smears.
  3. Access to and compliance with the state-of-the-art cancer treatments.
- Collaborate with other programs of the UH Cancer Center, and with agencies outside the Center, in both research and service activities.
- Provide educational, administrative and scientific support for all studies introduced into the community through the Center.
- Provide second opinion consultation outpatient and inpatient service to community services.
- Develop outreach projects for high risk minority populations in order to provide them with the state-of-the-art cancer care and determine how to improve the outcome for these groups.
- Participate in UH School of Medicine teaching programs, including the Office of Public Health Studies, as appropriate.
- Provide continuing professional education to physicians, nurses, and allied health professionals.

NATURAL PRODUCTS – Org Code: MANPCR

The Natural Products Program is a multi-disciplinary research program in the area of drug discovery. The overall objective of the Natural Products Program is to foster collaborative research leading to the discovery and development of new drugs for the treatment of cancer. The Program emphasizes the systematic evaluation of the unique biota of the Indo-Pacific region as a source of molecular diversity, and combines chemistry and biology components in a manner that bridges the gaps between traditional academic disciplines to enhance collaborative interactions. The Program is the locus for the Joanna Sullivan Distinguished Chair in Cancer Research, which was established in 2001.

The major functions of the Natural Products Program are:
• Discover and characterize new chemotherapeutic agents, emphasizing natural products;

• Investigate drug mechanisms at the biochemical, molecular and genetic levels;

• Develop innovative new molecular targets and assays for small molecules, taking advantage of recent advances in cancer biology;

• Discover innovative new techniques that might be used to design and synthesize drugs, including both chemical and biological production; and

• Translate the result of basic laboratory research into more effective cancer therapies.

• Participate in UH Medical and Graduate School Teaching Programs as appropriate.

• Support training of future researchers in the field of experimental pharmacology.

• Collaborate with other programs of the UH Cancer Center, and with agencies outside the Center, in both research and service activities.

SOCIAL AND BEHAVIORAL SCIENCES – Org Code: MASBCR

The Social and Behavioral Sciences Program was established in July of 2001 as a Developing Program. The Social and Behavioral Sciences Program focuses on applications of social science research methods, including theories of human behavior and rigorous measurement, to preventing cancers and detecting them at an early stage, when they are most treatable. The program emphasizes the community-based research that involves collaborative relationships with education, health care, public health, law enforcement, and social service agencies.

The major functions of the Social and Behavioral Sciences Program are:

• Conduct research on social-behavioral and environmental influences on cancer prevention and early detection behaviors.

• Identify new methods to increase the adoption of established cancer prevention and control interventions, such as risk factor removal and protectant addition as in smoking diet modification.

• Participate in UH School of Medicine teaching programs, including the Office of Public Health Studies, as appropriate.

• Support training of future researchers in the field of social and behavioral sciences.

• Collaborate with other programs of the UH Cancer Center and with agencies outside the Center, in both research and service activities.
PROPOSED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS
FUNCTIONAL STATEMENT (Chart I)

KAKA‘AKO HEALTH SCIENCES EXECUTIVE OFFICE – Org Code: TBD

The Kaka‘ako Health Sciences Executive Office directs activities, personnel, curricula, and research at the John A. Burns School of Medicine (JABSOM) and the University of Hawai‘i Cancer Center (UHCC), as well as affiliated community hospitals and health and research centers. It is the direct liaison with the University of Hawai‘i at Manoa offices of the Chancellor, the Vice Chancellor for Academic Affairs, the Vice Chancellor for Administration, Finance and Operations, and the Vice Chancellor for Research. It advises the JABSOM Executive Committee and the UHCC Senior Leadership Committee on the development and implementation of policies and procedures for the varied education, research, and administrative endeavors of the Kaka‘ako Health Sciences campus, in accord with Legislative mandate, collective bargaining agreements, and University of Hawai‘i policies. The office consists of the Dean of JABSOM, the Director of UHCC, the Chief Financial Officer, and the Public Information Officer. Additionally, this office defines and directs operations and initiatives for JABSOM and UHCC administrative offices, and serves as the liaison between the Kaka‘ako Health Sciences campus and the greater local, national and international community.

Advisory Groups to the Executive Office:

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

APPROVED:

______________________________________________
David Lassner, President                    Date
OFFICE OF THE DEAN – Org Code: MADNMD

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. It is responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. It establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education, conducts accredited graduate medical education programs in community hospitals, and is responsible for general program development in accord with Legislative mandate and University policies.

Advisory Groups to the Dean:

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

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

APPROVED:

______________________________  ____________________________
David Lassner, President                  Date
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS – Org Code: TBD

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

OFFICE OF FACULTY AFFAIRS – Org Code: TBD

The Office of Faculty Affairs is responsible for the coordination and administration of professional development services to JABSOM faculty.

Promotion and Tenure Office – Org Code: TBD
The Promotion and Tenure Office provides guidance to JABSOM faculty on promotion and tenure procedures at JABSOM and UHM.

Educational Skills Development Office – Org Code: TBD
The Educational Skills Development office offers workshops and one-on-one advisement to faculty who seek to further refine their teaching skills at JABSOM.

GRADUATE MEDICAL EDUCATION OFFICE – Org Code: TBD

The Graduate Medical Education Office, led by the Designated Institutional Official (DIO) of JABSOM, provides oversight and administration of Graduate Medical Education (GME) for all GME programs under JABSOM, in accordance with the Accreditation Council Graduate Medical Education. GME works with the JABSOM departments to train specialty and subspecialty physicians and develop environments in hospitals, clinics, and community settings in which patient care, health promotion, and academic excellence are sustained.
OFFICE OF CONTINUING MEDICAL EDUCATION – Org Code: TBD

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

APPROVED:

______________________________
David Lassner, President        Date
ALLIED / GLOBAL AND INTERNATIONAL HEALTH – Org Code: TBD

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

DEPARTMENT OF MEDICAL TECHNOLOGY – Org Code: MAMEDT

It is the goal of the Medical Technology Department to adequately develop appropriate numbers of skilled medical technologists to provide the best possible laboratory support for health care in the State of Hawai‘i and areas in the Pacific Basin. Specific objectives of this Department are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an American Medical Association approved School of Medical Technology for the additional professional education for national certification; to develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; and to develop a pathway to a Master’s level degree program for medical technologists.

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS – Org Code: MACSD

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

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

APPROVED:

David Lassner, President                      Date
EDUCATIONAL SUPPORT – Org Code: TBD

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

ANATOMY LAB – Org Code: TBD

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

KAKA‘AKO HEALTH SCIENCES LIBRARY – Org Code: MAKLMD

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

SIMULATION CENTER – Org Code: TBD

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

APPROVED:

David Lassner, President  Date
STATE OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I AT MĀNOA  
JOHN A. BURNS SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS  
OFFICE OF UNDERGRADUATE MEDICAL EDUCATION  

FUNCTIONAL STATEMENT (Chart III-C)

OFFICE OF UNDERGRADUATE MEDICAL EDUCATION – Org Code: MAADMD

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

OFFICE OF ADMISSIONS – Org Code: TBD

This Office directs the admissions functions for the School and provides support in the maintenance of application and academic records to insure compliance with confidentiality and privacy requirements.

IMI HO‘OLA PROGRAM – Org Code: MAIHP

The Imi Ho‘ola Program (IHP) is a post-baccalaureate program designed to provide educational opportunities for individuals whose medical school applications were rejected, but who are deemed capable of succeeding in medical school. The curriculum emphasizes the integration of concepts and principles in the sciences and humanities, and further develops communication and learning skills. Persons benefiting come from an environment that has inhibited the individual from obtaining the knowledge, skills, and abilities required to enroll in and graduate from medical school and/or comes from a family with an annual income below a level based on low-income thresholds as published by the U.S. Bureau of Census.

OFFICE OF STUDENT AFFAIRS – Org Code: MASSMD

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

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

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

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

The Office of Medical Education is responsible for the coordination and administration of the educational programs leading to the M.D. degree, working with the Office of Faculty Affairs for the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum.

**Center for Clinical Skills – Org Code: MACCMD**

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

**APPROVED:**

David Lassner, President                    Date
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF THE DEAN
FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS

FUNCTIONAL STATEMENT (Chart IV)

FUNDAMENTALS OF HEALTH SCIENCES DEPARTMENTS – Org Code: MARSMD

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

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

The Department provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. It also provides undergraduate level instruction in anatomy for paramedical and biological science programs. It maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control.

The Department also provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, post doctorate, and continuing education students. Besides the various A.B., B.S., Ph.D., and M.D. candidates, this Department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program. It provides instructional services in physiology to undergraduate, graduate and medical students; trains graduate students toward M.S. and Ph.D. degrees in physiology; engages in both basic and applied research in Physiology; and renders services as needed by the local, national and international communities. Our faculty is on the forefront of investigative programs dealing with the care, treatment, and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.
The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and to support the academic pursuit of research in these fields.

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY – Org Code: MACMB

The Department provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large. Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.

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

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

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

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

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

Office of Biostatistics and Quantitative Health Sciences – Org Code: MABQHS

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

The Graduate Programs office ensures that all graduate programs administered through JABSOM are in compliance with the Accrediting Commission for Schools Western Association of Schools and Colleges.

APPROVED:

______________________________________________  ____________________
David Lassner, President  Date
CLINICAL SCIENCES DEPARTMENTS – Org Code: MACSMD

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

DEPARTMENT OF MEDICINE – Org Code: MAMED

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

Center for Cardiovascular Research – Org Code: MACCR

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

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

Magnetic Resonance Imaging Center – Org Code: MAMRIC

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

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

DEPARTMENT OF OBSTETRICS, GYNECOLOGY, AND WOMEN’S HEALTH – Org Code: MAOBGN
The Department of OB/GYN and Women’s Health trains medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology, and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes, and the pathology of the reproductive organs. Also develops seminars and training programs for the practicing physician.

DEPARTMENT OF PATHOLOGY – Org Code: MAPATH
The Department of Pathology provides instruction for medical students in basic, systematic, and clinical pathology, which bridges the basic sciences with clinical medicine. It also makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology, as well as integrates and instructs pathology at the community hospitals. The University’s involvement in community hospitals allows this Department to improve the postdoctoral residency program for training of specialists in pathology.

DEPARTMENT OF PEDIATRICS – Org Code: MAPED
The Department of Pediatrics is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.

Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The Department
provides post-medical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training. Additionally, this Department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapi‘olani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

DEPARTMENT OF PSYCHIATRY – Org Code: MAPSTY

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

The Department conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawai‘ian adolescents, substance abuse, severe mental illness, neuropsychiatry, and psychopharmacology.

Members of the Department contribute service to the community on both the state and national levels. They include such activities as members and officers of NIMH Review Committees, the Hawai‘i Psychiatric Society, and the Hawai‘i Council of Child Psychiatry. Members of the Department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

DEPARTMENT OF SURGERY – Org Code: MASURG

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

Hyperbaric Treatment Center – Org Code: TBD

The Hyperbaric Treatment Center of the John A. Burns School of Medicine is the only hyperbaric center in Hawai‘i accredited by the Undersea and Hyperbaric Medical Society. The Center is among the nation’s most active dive accident
treatment facilities for recreational divers, serving the entire chain of Hawaiian Islands, 24 hours a day. The Center is a clinic which provides very specialized care and services. The facility is located in Honolulu at the Kuakini Medical Center. In addition to treating recreational divers, Center physicians treat patients who have medical conditions helped by hyperbaric oxygen therapy, such as tissue damage from irradiation treatment, non-healing problem wounds, and carbon monoxide intoxication. The facility actively conducts clinical research and provides teaching to medical residents and students.

DEPARTMENT OF NATIVE HAWAIIAN HEALTH – Org Code: MANHH

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

Native Hawaiian Center of Excellence – Org Code: MANHCE

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

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

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

DEPARTMENT OF GERIATRIC MEDICINE – Org Code: MAGERI

The Department of Geriatric Medicine provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. In addition to an active educational program that serves fellows, internal medicine residents, and medical students, the program is also very productive in biomedical research. Given the fact that Hawai‘i is an aging State with one of the longest life expectancies in the nation, the presence of a locus of expertise and experience in the care of geriatric patients and in research on geriatric diseases is an important component of the State’s healthcare community.
AREA HEALTH EDUCATION CENTER – Org Code: TBD

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

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

The Department provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological, and social health. Long range objectives for the Department are as follows: to increase access to primary care in Hawai‘i and greater Pacific; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; and to provide a realistic view of primary care medicine as a career.

DEPARTMENT OF COMPLEMENTARY AND ALTERNATIVE MEDICINE – Org Code: MACAAM

The Department of Complementary and Integrative Medicine is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries and have given solace and comfort to millions through the ages. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as recognized by the National Institutes of Health. Hawai‘i has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. Given Hawai‘i’s unique environment and population, JABSOM can become a world leader in the scientific investigation of alternative therapies, providing insights into the potential application and pitfalls of these techniques.

APPROVED:

David Lassner, President Date
UNIVERSITY OF HAWAI‘I CANCER CENTER – Org Code: MACRCH

The University of Hawai‘i Cancer Center (UHCC) focuses on key cancers that impact Hawai‘i, contributing to a global body of knowledge that leads to the development of new treatments and therapies. UHCC engages in scientific collaborations on an international scale, from clinical trials conducted across the U.S. to partnership programs in Guam, Micronesia and the Pacific.

The UHCC is one of only 69 research organizations in the country designated by the National Cancer Institute (NCI).

The UHCC, together with its clinical partners, The Queen’s Medical Center, Hawai‘i Pacific Health, Kuakini Medical Center and JABSOM form the UH Cancer Consortium, an alliance of the state’s leading healthcare organizations united in our common goal of eliminating cancer through science in Hawai‘i and greater Pacific.

Advisory Groups to the UHCC:

Senior Leadership Committee: The Senior Leadership Committee advises the Director on matters pertaining to the UHCC and its operations.

Faculty Senate: The Faculty Senate, which operates under separate bylaws, functions as a representative body of faculty.

External Advisory Committee: The External Advisory Committee reviews the research and administrative operations of UHCC as required for NCI designation and makes recommendations as necessary.

UHCC ORGANIZED RESEARCH UNIT – Org Code: MACORU

The UHCC Organized Research Unit encompasses the three primary sections that contribute to the research work of the UHCC.

Cancer Programs
The function of the various cancer programs is to develop new strategies for discovery, drive findings into clinical practice and deliver the optimal outcome for people faced with the prospect of treatment and recovery. The programs conduct research on the causes, prevention, and treatment of cancer across a broad array of disciplines that includes
cancer biology, natural products and experimental therapeutics, cancer epidemiology, molecular carcinogenesis, cancer prevention and control methods, quality of life in cancer survivors, new therapeutic approaches to cancer treatment, and community-based interventions. The main goal is to reduce the burden of cancer through research, education and clinical research. The emphasis is to understand and eliminate the causes of health disparities in cancer among the unique and diverse ethnic, cultural and environmental characteristics of Hawaiʻi and the Pacific.

Clinical and Translational Research Services
The Clinical and Translational Research Services (CTRS) generate innovative, high impact clinical research to eliminate cancer and the suffering it causes to the people of Hawaiʻi. Its objectives are:

1. To develop novel cancer diagnostics and cancer therapeutics; and
2. To translate research findings from the basic science labs into research with human subjects;
3. To oversee and to initiate new impactful clinical trials in Hawaiʻi that will lead to practice changing interventions in cancer therapeutics, diagnostics and prevention.

CTRS collaborates with the health care community. This collaboration represents the unified basic, translational, and clinical cancer research efforts benefiting people of Hawaiʻi and the Pacific Basin

Shared Resources
The UHCC supports a variety of state-of-the-art core facilities that provide services to facilitate basic and translational research programs. The goal is to provide cutting-edge technology to the scientific community while operating in a timely and cost-efficient manner. These shared resources are in the areas of analytical biochemistry, biostatistics and informatics, clinical & translational services, genomics, microscopy, imaging and flow cytometry, nutrition support and pathology.

APPROVED:

David Lassner, President                   Date
ADMINISTRATIVE SERVICES KAKA‘AKO – Org Code: TBD

Administrative Services Kaka‘ako provides leadership and management over administrative functions, services, and operations for all of JABSOM and UHCC in the functional areas of budget, finance and administration, human resources, communications, grants administration, facilities, information technology, and risk and clinical business affairs. This office assists the Kaka‘ako Health Sciences Executive Office in overseeing all financial operations and the day-to-day administration of JABSOM and the UHCC. Finally, this office works under the direction of the Executive Office to prepare and monitor budgets, develop long- and short-range strategic and business plans to enhance revenue, develop compensation research and teaching incentive plans, provide overall property and space management, and serves as JABSOM’s financial liaison to the school’s affiliated non-profit organizations (i.e. UCERA, UH Cancer Consortium, Kapi‘olani Medical Specialists, Hawai‘i Residency Programs).

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

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

OFFICE OF GRANTS ADMINISTRATION – Org Code: TBD

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

The Office of Risk and Clinical Affairs (ORCA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s and UHCC’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM indirectly provide over twenty-five percent (25%) of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs.

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

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

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

OFFICE OF INFORMATION TECHNOLOGY – Org Code: MAITMD

The Office of Information Technology provides quality informatics resources in support of the administrative, education, research and service functions of JABSOM and UHCC. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, audio/visual and graphic design, website management, and bioinformatics resources.

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

This office liaises with the community by providing informational tours for visitors to JABSOM and the UHCC, and providing the community opportunities to use JABSOM and UHCC facilities as a space to hold special events. The office is also responsible for the management of the café located at JABSOM.

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

This office provides leadership and guidance to administration in managing JABSOM’s and UHCC’s departmental budgets and coordinates the preparation of the Graduate Medical Education (GME) operating budget. This office also provides for the financial reporting needs of JABSOM and UHCC and completes various metric surveys to the School’s accrediting agency, the Association of American Medical Colleges (AAMC) and the State Legislature.
APPROVED:

______________________________________________
David Lassner, President                    Date
OFFICE OF FACILITIES MANAGEMENT AND PLANNING – Org Code: MAFMMMD

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

FACILITIES MANAGEMENT AND MAINTENANCE SERVICES – Org Code: TBD

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

ENVIRONMENTAL HEALTH AND SAFETY OFFICE – Org Code: TBD

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

CUSTODIAL AND GROUNDS SERVICES – Org Code: MAFCGM

Custodial and Grounds Services is responsible for providing custodial and grounds keeping services to the Kaka‘ako Health Sciences campus.

Custodial Services Unit I – Org Code: MAFCCA

Custodial Services Unit I will provide daytime custodial services to JABSOM and UHCC facilities to include, but not limited to, the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, the UHCC, and the Central Plant Building.
Custodial Services Unit II – Org Code: MAFCCB
Custodial Services Unit II will provide afternoon/evening custodial services to the JABSOM Medical Education Building, the UHCC, and the Ancillary Building.

Custodial Services Unit III – Org Code: MAFCCC
Custodial Services Unit III will provide afternoon/evening custodial services to the JABSOM Bio-Sciences Building, the UHCC, and the Central Plant Building.

Grounds Services – Org Code: MAFCGS
Grounds Services will provide grounds keeping to all JABSOM and UHCC Kaka‘ako outdoor areas and facilities to include, but not limited to, the Medical Education Building, the Bio-Sciences Building, the Ancillary Building, and the Central Plant Building.

PARKING, SECURITY AND AUXILIARY SERVICES – Org Code: MAPAMD
Parking, Security and Auxiliary Services is responsible for the management of the two (2) private parking lots servicing the Kaka‘ako Health Sciences campus; coordinate with the University of Hawai‘i at Mānoa Parking Services in the management and assignment of the one (1) parking lot at the Kaka‘ako; coordinate security to all Kaka‘ako facilities, parking areas and auxiliary services for the entire Kaka‘ako Health Sciences campus.

APPROVED:

______________________________________________
David Lassner, President                    Date
PROPOSED

APPROVED:

David Lassner, President

OFFICE OF THE CHANCELLOR

KAKA'AKO HEALTH SCIENCES
EXECUTIVE OFFICE
Org Code: TBD

Dean, #80977 1.00
Secretary III, SR-16, #24033 1.00
Director, UHCC, #89226 1.00
Secretary III SR-16, #900554 1.00
Chief Fin Offcr, JABSOM, #89490 1.00
Secretary II, SR-14, #13479 1.00
Public Information Officer, PBB, #79213 1.00

SCHOOL OF MEDICINE
Org Code: MADNMD

CHART II – VI

Office of the Dean
Office of the Associate Dean for Academic Affairs
Fundamentals of Health Sciences Departments
Clinical Sciences Departments

OPERATIONS COMMITTEE

UNIVERSITY OF HAWAII CANCER CENTER
Org Code: MACRCH

CHART VII

Office of the Director
Clinical and Translational Research Services
Cancer Programs
Shared Resources

ADMINISTRATIVE SERVICES KAKA’AKO
Org Code: TBD

CHART VIII

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

TOTAL KAKA’AKO
GENERAL FUND FTE: 268.10
GENERAL FUND (Authorized Temp) FTE: 1.00

JABSOM -
GENERAL FUND FTE: 177.10
GENERAL FUND (Authorized Temp) FTE: 1.00

UHCC -
GENERAL FUND FTE: 39.00

ASK -
GENERAL FUND FTE: 52.00
SCHOOL OF MEDICINE  
OFFICE OF THE DEAN  

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS  
Org Code: TBD  
Associate Dean (Academic Affairs), #89075 1.00  

GENERAL FUND FTE: 1.25  

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS  
Org Code: TBD  
Associate Dean (Academic Affairs), #89075 1.00  

ALLIED / GLOBAL AND INTERNATIONAL HEALTH  
Org Code: TBD  
CHART III-A  
Department of Medical Technology  
Department of Communication Sciences and Disorders  
Office of Global and International Health  

OFFICE OF FACULTY AFFAIRS  
Org Code: TBD  
Director (appointed from Faculty positions)  

EDUCATIONAL SUPPORT  
Org Code: TBD  
CHART III-B  
Anatomy Lab  
Kukuiola Health Sciences Library  
Simulation Center  

OFFICE OF UNDERGRADUATE MEDICAL EDUCATION  
Org Code: TBD  
CHART III-C  
Office of Admissions  
 Ini Ho i A Program  
Office of Student Affairs  
Office of Medical Education  

GRADUATE MEDICAL EDUCATION OFFICE  
Org Code: TBD  
Director & Designated Institutional Official (appointed from Faculty positions)  
Instructional Faculty: 0.25  
#84961 (0.25)  

OFFICE OF CONTINUING MEDICAL EDUCATION  
Org Code: TBD  
Director (appointed from Faculty positions)  

PROMOTION AND TENURE OFFICE  
Org Code: TBD  
Director (appointed from Faculty positions)  
Instructional Faculty*  

EDUCATIONAL SKILLS DEVELOPMENT OFFICE  
Org Code: TBD  
Director (appointed from Faculty positions)  
Instructional Faculty**  

* - count (#83176) reflected on Chart V (MACAAM)  
** - count (#8245) reflected on Chart III-C (MAMSMD)  

PROPOSED  
APPROVED:  
David Lassner, President Date  

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

109
DEPARTMENT OF MEDICAL TECHNOLOGY  
Org Code: MAMEDT  
Chair (appointed from Faculty positions)  
Instructional Faculty: 3.00  
#82126 (0.45), #84340 (0.20), #84955 (0.35),  
#82121 (0.35), #86735, #87251 (0.45),  
#88696 (0.20)  
Secretary II, SR-14, #15267 1.00

DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS  
Org Code: MACSD  
Chair (appointed from Faculty positions)  
Instructional Faculty: 4.25  
#82116 (0.25), #82457 (0.50), #82600 (0.50),  
#83869, #84644, #85304 (0.50),  
#86199 (0.50)  
Specialist Type Faculty: 1.00  
#83586

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

APPROVED:

David Lassner, President  Date

EDUCATIONAL SUPPORT
ORG CODE: TBD

ANATOMY LAB
Org Code: TBD
Director (appointed from Faculty positions)
Specialist Type Faculty*

KAKA'AKO HEALTH SCIENCES LIBRARY
Org Code: MAKLMD
Director (appointed from Faculty positions)
Librarian Type Faculty:
#82256, #85854, #88953  3.00
Educational Specialist, PBA, #78590  1.00
Instr & Stud Supp Sp, PBA, #78610  1.00
Library Assistant IV, SR-09, #900221  1.00

SIMULATION CENTER
Org Code: TBD
Director (appointed from Faculty positions)
Instructional Faculty:
#83236 (0.49)

* - count (#84915) reflected on Chart IV (MAABPM)
OFFICE OF UNDERGRADUATE MEDICAL EDUCATION
Org Code: MAADM
Director (appointed from Faculty positions)

IMI HO'OLA PROGRAM
Org Code: MAIHP
Director (appointed from Faculty positions)

OFFICE OF STUDENT AFFAIRS
Org Code: MAMSMD
Director (appointed from Faculty positions)

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

CENTER FOR CLINICAL SKILLS
Org Code: MACCMD
Director (appointed from Faculty positions)

PROPOSED

APPROVED:

David Lassner, President

GENERAL FUND FTE: 18.71
PROPOSED

FUNDAMENTALS OF HEALTH SCIENCES
DEPARTMENTS
Org Code: MARSMD

Associate Dean (Research) *
Researcher Type Faculty: #83651 1.00

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

GENERAL FUND FTE: 49.31

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

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

Chair (appointed from Faculty positions)
Instructional Faculty: 12.80
#62162 (0.50), #62535 (0.75),
#62720 (0.75), #62751 (0.50), #63121 ,
#63450, #63677, #64128, #64528,
#64551 (0.10), #65677, #66520,
#77158, #88575, #89358
Specialist Type Faculty
#64195
Admin Officer, PBB: 2.00
#77031, #79996
Lab Coordinator, PBA, #79141 1.00
Graduate Assistants: 1.50
#83413, #88138, #88458

DEPARTMENT OF CELL AND MOLECULAR BIOLOGY
Org Code: MACMB

Chair (appointed from Faculty positions)
Instructional Faculty: 10.00
#62297, #62304, #63468,
#63557, #63991, #64638,
#65705, #65719, #66159
Researcher Type Faculty: 1.47
#62423 (0.49), #62652 (0.49),
#68684 (0.49)
Educational Specialist, PBB, #69009 1.00
Graduate Assistants: 1.00
#66203, #66942

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

Chair (appointed from Faculty positions)
Instructional Faculty: 10.49
#62172, #62355, #62388, #62541,
#62834, #63201, #64143, #64954
#65566 (0.49), #65692, #67289
Researcher Type Faculty: 1.00
#63293
Admin Officer, PBB: 2.00
#79325, #80961

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

INSTITUTE FOR BIOGENESIS RESEARCH
Org Code: MAIBGS

Director (appointed from Faculty positions)
Instructional Faculty, #83878 1.00

INSTITUTE FOR BIOSTATISTICS AND QUANTITATIVE HEALTH SCIENCES
Org Code: MABQHS

Director (appointed from Faculty positions)
Instructional Faculty, #82858 1.00
Research Type Faculty, #86194 1.00
Specialist Type Faculty, #85668 0.25

* To be established
UNIVERSITY OF HAWAI’I CANCER CENTER
Org Code: MACRCH

Director*
Secretary II, #89465 1.00
Secretary II, SR-14, #16998 1.00
Secretary II, SR-14, #47530 1.00

KAKA’AKO HEALTH SCIENCES EXECUTIVE OFFICE

GENERAL FUND FTE: 39.00

** - count (#900054) reflected on Chart I (TBD)

SHARED RESOURCES****

Research Type Faculty 2.00
#86227, #88355, #88656
Specialist Type Faculty 1.00
#83390

CLINICAL AND TRANSLATIONAL RESEARCH SERVICES

Research Type Faculty 4.00
#70101, #83390, #85906

** - Programs defined by director to meet NCI and other Cancer Center needs

**** - Shared Resources defined by director as needed to meet NCI and other Cancer Center needs in support of Cancer Programs
### General Fund FTE: 29.00

#### Administrative Services Kaka'ako

**Org Code: TBD**

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<th>Role</th>
<th>Num FTE</th>
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* * - count (#79213) reflected on Chart I (TBD)