**STRATEGIC PRIORITIES 2025**

<table>
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<tr>
<th>Research &amp; Discovery</th>
<th>Goals</th>
<th>Sub-Goals</th>
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<tr>
<td>Maintain excellence in areas of proven strength</td>
<td>1. Recruit, develop, and retain diverse basic science and clinical science research talent</td>
<td>1. Develop an infrastructure to support curricular innovations that prepare learners and faculty in complex, changing, and distributed health care environments</td>
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<td>Build world-class education programs using partnerships to reduce health inequities throughout Hawai‘i and the Pacific</td>
<td>2. Enable and support student and resident research</td>
<td>2. Establish a sustainable funding model to support the educational mission</td>
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<td>3. Facilitate and support extramural research proposals</td>
<td>4. Improve advocacy and representation for research within JABSOM and the public</td>
<td>3. Continue curricular transformation that will prepare physicians to provide high quality and safe patient care</td>
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<td><strong>Education &amp; Teaching</strong></td>
<td><strong>Clinical Healing</strong></td>
<td><strong>Community Engagement</strong></td>
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<td>Create a world-class integrated clinical learning environment that is aligned to be inclusive of the history and populations of Hawai‘i and the Pacific</td>
<td>Help achieve optimal health and wellness for all (ALOHA) of Kaka‘ako, Hawai‘i, and the Pacific Rim</td>
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<td>1. Develop strategic alliances with community hospitals and health centers to effectively address population health</td>
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<td>2. Enhance strategic alliances with the affiliated clinical faculty practice organizations that advance the school's vision</td>
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<td>3. Build infrastructure to recruit, develop, and retain faculty for clinical teaching and research</td>
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<td></td>
<td><strong>Encouraging Resource Growth</strong></td>
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<td></td>
<td>Expand JABSOM’s financial health and capital</td>
<td>1. Provide quality facilities and infrastructure while increasing renewable energy sources</td>
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LONG-TERM GOAL: Maintain excellence in areas of proven strength

2024 Targets

(a) $100,000
(b) Meet with Governor & DBEDT Director
(c) Continue campaign

2025 Deliverables

50 PhD graduate students at the NIH funding level ($4000 extra per student x 5 years)

1. Recruit, develop, and retain diverse basic science and clinical science research talent

2025 Sub-Goals

1. Recruit, develop, and retain diverse basic science and clinical science research talent

T32 Grant submission

1 new pipeline grant

Expanded and improved Biomedical Research Symposium

2. Enable and support student and resident research

UH Foundation account full of funding

5/yr students' publication costs covered

3. Facilitate and support extramural research proposals

Collect data for AY 2023-24

20 new research mentors for medical students (one-on-one mentoring)

5.yr students' publication costs covered

4. Improve advocacy and representation for research within JABSOM and the public

Streamlined regulatory (IRB) process and 10 new mentors

Tools and resources to support grant submissions (pre-award)

5.yr students' publication costs covered

20 new research mentors for medical students (one-on-one mentoring)

An endowment for pilot project money is created and fully funded ($1,000,000)

Regular / frequent media coverage

New Hire for In-house post-award (post-submission, pre-award) support

Tools and resources to support grant submissions (pre-award)

Increased grant submissions from JABSOM

An endowment for pilot project money is created and fully funded ($1,000,000)

Five potential funders identified

Regular / frequent media coverage

Two regular slots on media outlets to highlight JABSOM research impact (visual; written; audio) with transcription & translation NHPI languages
LONG-TERM GOAL: Build world-class education programs that create a highly competent and responsive health, health science, and health education workforce using partnerships to reduce health inequities

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<tr>
<th>2024 Targets</th>
<th>2025 Deliverables</th>
<th>2025 Sub-Goals</th>
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<td>Program Scope, Criteria, and Organizational Design</td>
<td>New Faculty Academy Formation</td>
<td>1. Develop an infrastructure to support curricular innovations that prepare learners and faculty in complex, changing, and distributed health care environments</td>
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<td>Proposal submitted to UH Mānoa Vice Provost Nikki Chun</td>
<td>Establishment of student fees (for medical students)</td>
<td>2. Establish a sustainable funding model to support the educational mission</td>
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<td>HMSA &amp; UHA make 6-figure reinvestment</td>
<td>Increasing Learning Community endowment by 25%</td>
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<td>Article published demonstrating Neighbor Island training short-term progress &amp; impact</td>
<td>Increasing Rural Health endowment by 25%</td>
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<td>Interprofessional course for PSQ1 (foundation &amp; project work)</td>
<td>Final curricular reform plan that includes patient safety and quality improvement</td>
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<td>Publication presentation; Teacher/Counselor workshop on road to Hawai‘i Island &amp; huaka‘i on O‘ahu with invites to Neighbor Island</td>
<td>Medical student diversity equitable and representative of the population of Hawai‘i</td>
<td>3. Continue curricular transformation that will prepare physicians to provide high quality and safe patient care</td>
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<td>Top prospect meeting</td>
<td>Establishment of rural training track on Maui or Hawai‘i Island</td>
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<td>Implementation of Professionalism Curriculum</td>
<td>Program Evaluation based on student &amp; faculty surveys regarding Professionalism</td>
<td>4. Enhance recruitment of diverse students and retention of medical residents</td>
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<td>At least one implementation plan with priority areas: Medical students; UG; ‘Imi Ho‘ōla; GME; Grad students/Post-doc; Clinician &amp; non-clinician faculty; staff; and, overall institutional policies, structure, etc.</td>
<td>Maintenance or increases in perceived wellness scores, resilience scores and grit scores from MS1 year to MS4 year</td>
<td>5. Promote resilience, professionalism, health care leadership, and humanism for learners and faculty members</td>
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LONG-TERM GOAL: Create a world-class integrated Clinical Learning Environment that is aligned to be inclusive of the history and populations of Hawai‘i and the Pacific

2024 Targets
- Commitments from Community Partnerships, e.g., North Hawai‘i Community Hospital, Kona Community Hospital, Hāmākua-Kohala Health, Kaua‘i Veterans Memorial Hospital
- Operational CCBT practice; Epic Training NLT June 1; Billing to "cover" 25% of salary (Aug)
- CSD: Fully-booked teaching clinics (Adult & Peds; Sep)
- Maximally efficient and effective IT infrastructure
- Compensation models that account for & value non-clinical academic activity (all partners)
- Research Consortium Charter (Year 2: Strategy Document with funding, needs, assets, SWOT)

2025 Deliverables
- At least two additional inpatient clinical training sites for medical students
- One sustainability plan for UHP
- Operationalized academic faculty compensation models that include the department chairs' ability to make mid-year adjustments if priorities and/or new opportunities arise
- Clearly defined & efficient research infrastructures and processes that includes shared priorities (health system/JABSOM), includes learners, and clearly defines what resources are being leveraged (UH / JABSOM / health system)

2025 Sub-Goals
1. Develop strategic alliances with community hospitals and health centers to effectively address population health
2. Enhance strategic alliances with the affiliated clinical faculty practice organizations that advance the school's vision
3. Build infrastructure to recruit, develop, and retain faculty for clinical teaching and research
LONG-TERM GOAL: Help achieve optimal health and wellness for all (ALOHA) of Kaka‘ako, Hawai‘i and the Pacific Rim

2024 Targets
- Community Engagement Award presented
- First Immersion per Moku completed
- Criteria for application of DEI lens to all core curriculum
- Award Application started & testimonial collected

2025 Deliverables
- One completed repository of community engagement, embedded curriculum, activities and projects within JABSOM
- One MS1 immersion experience per learning community moku (6 total) (funded, with community advisors)
- Implement an integrated longitudinal health equity curriculum for UME
- Spencer Foreman Award through AAMC

2025 Sub-Goals
1. Help meet health care needs of underserved communities
LONG-TERM GOAL: Expand JABSOM's financial health and capital

2024 Targets

1. Provide quality facilities and infrastructure while increasing renewable energy sources
   - Library conversion construction
   - Legislative Approved Chiller Plant Resources (New FTEs and equipment needed)
   - Performance Contract Implementation (related to increasing renewable energy sources)
   - Faculty expert panel
   - Dedicated, fully functional collaborative space with set-up space to conduct video interviews, take portraits, etc.
   - Add a dedicated research writer

2. Integrate media and communication vehicles to improve public awareness of JABSOM's impact
   - Faculty expert panel
   - Dedicated, fully functional collaborative space with set-up space to conduct video interviews, take portraits, etc.
   - Add a dedicated research writer

3. Increase JABSOM's philanthropy
   - 5 new donor prospects
   - New Coaching Culture Program establishment

4. Enhance the workplace experience
   - Staff flexible work schedule program
   - Staff appreciation functions
   - New staff leadership engagement

5. Modernize JABSOM's website, AV, and telecommunication functionality, garner more resources, increase efficiencies
   - New JABSOM website (core pages)

6. Enhance and continue academic mission support
   - Renegotiate the Academic Mission Support (AEF) agreement with Queen's and HPH (ends 2024)
   - Supplemental IT investment for survivability & progress

7. Enhance research mission technology support
   - Suplemental IT investment for survivability & progress

2025 Deliverables

1. Provide quality facilities and infrastructure while increasing renewable energy sources
   - State-of-art classroom/conference center
   - JABSOM Chiller Plant Operations conversion
   - Performance contract completion

2. Integrate media and communication vehicles to improve public awareness of JABSOM's impact
   - New public facing web-based resource hub with information tailored for the Hawaiʻi/Pacific populations

3. Increase JABSOM's philanthropy
   - New diabetes research funding
   - New "Learner Success" funding (behavioral/well-being/resiliency focused supports for ALL learners, including grad students and residents/fellows)

4. Enhance the workplace experience
   - Staff work-life balance programs
   - Staff Professional Development

5. Modernize JABSOM's website, AV, and telecommunication functionality, garner more resources, increase efficiencies
   - User-friendly JABSOM website at department levels
   - Technology support for research mission

6. Enhance and continue academic mission support
   - Two 5-year Dean's Strategic Support from hospitals

7. Enhance research mission technology support
   - Technology support for research mission