The John A. Burns School of Medicine’s (JABSOM) strategic planning effort has incorporated strategic initiatives at the University System, Mānoa Campus, Kaka'ako (satellite) Health Sciences Campus, school-wide, departmental, and program levels. The process is both global and mission-component specific to promote the growth and development of the medical school. The inclusive process includes dialogue with clinical and nonclinical department chairs, department faculty, the medical school’s executive committee, the dean’s leadership team, key administrative leads, the faculty senate, medical students, and resident leaders.

**JABSOM’s Vision**

*Maika’i Loa: Attain Lasting Optimal Health for All*

*ALOHA*
# JABSOM STRATEGIC SUMMARY

**VISION—Maikai Loa: Attaining Lasting Optimal Health for All**

**A.L.O.H.A.**

Seeking Excellence through Collaboration with Stakeholders to Meet Hawaiʻi’s Existing, Emerging, and Future Health Care Needs

<table>
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<tr>
<th>GOALS</th>
<th>Research &amp; Discovery</th>
<th>Education &amp; Teaching</th>
<th>Clinical Healing</th>
<th>Community Engagement</th>
<th>Encouraging Resource Growth</th>
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<tr>
<td><strong>Long Term</strong></td>
<td>Maintain Centers of Excellence in areas of proven strength</td>
<td>Build world-class education programs that create a competent health and health science workforce using partnerships to reduce health inequities throughout Hawaiʻi and the Pacific</td>
<td>Create a world-class integrated Clinical Learning Environment that is aligned to be inclusive of Hawaiʻi’s and the Pacific’s history and its populations</td>
<td>Help achieve optimal health and wellness for all (ALOHA) of Kakaʻako, Hawaiʻi and the Pacific Rim</td>
<td>Expand JABSOM’s financial health and capital</td>
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</table>
| **Medium Term** | • Recruit, develop, and retain diverse basic science and clinical science research talent  
• Build synergy amongst research departments  
• Enable and support student and resident research  
• Build alliance with UH Cancer Center | • Develop an infrastructure to support curricular innovations that prepare learners and faculty in complex, changing, and distributed health care environments  
• Establish a sustainable funding model to support the educational mission | • Improve alignment and inclusiveness with strategic partners  
• Develop strategic alliances with community hospitals and health centers to effectively address population health | • Develop integrated multidisciplinary academic-based health care system  
• Help meet health care needs of underserved communities | • Provide quality facilities and infrastructure while increasing renewable energy sources  
• Integrate JABSOM’s workflow processes with UH System’s new software  
• Develop a 5-year plan for JABSOM’s 60th anniversary |
| **Short Term** | • Facilitate and support extramural research proposals  
• Streamline processes for smaller grant and contract proposals less than $100,000 annually  
• Improve advocacy and representation for research within JABSOM and the public | • Continue curricular transformation that will prepare physicians to provide high quality and safe patient care  
• Enhance recruitment of students and retention of medical residents  
• Enhance quality of residents support and training programs  
• Promote resilience, professionalism, health care leadership, and humanism for learners and faculty members | • Develop growth plans for each clinical department  
• Develop strategic alliances for the clinical faculty practice organizations that advance the school’s vision  
• Build infrastructure to recruit, develop, and retain faculty for clinical teaching and research | • Build collaboration with clinical and research institutions  
• Lead integrative effort to meet state workforce needs  
• Expand community partnerships for medical education  
• Grow JABSOM leaders, leadership, and innovation | • Enhance the work-place experience  
• Optimize JABSOM’s website, audio visual, and telecommunication functionality  
• Maximize efficient processes supporting school missions |

Enhance diversity & opportunities within each goal in order to achieve equity in our JABSOM ‘ohana and communities we serve
MISSION STATEMENT

JABSOM, as part of the fabric of Hawai‘i, is a diverse learning community committed to excellence and leadership in:

- Educating current and future healthcare professionals and leaders
- Delivering high-quality healthcare
- Conducting research and translating discoveries into practice
- Establishing community partnerships and fostering multidisciplinary collaboration
- Pursuing alliances unique to Hawai‘i and the Asia-Pacific region
- Acting with forethought regarding right relationships, respect, and moral action. *Pono*

MISSION PLANNING PROCESS

JABSOM has approached strategic planning and integration of its strategic initiatives first by establishing common values, vision, and a clear mission. In 2011, based on the values, vision, and mission, the JABSOM executive leadership team synthesized the overall themes from the multiple strategic planning sessions and developed the strategic planning summary. This summary has driven subsequent JABSOM strategic planning and evaluation activities, with the implementation of multiple tactics designed to fulfill the overall goals (short-term, medium-term, and long-term).

The strategic planning process is both global and mission-component specific to promote the growth and development of the medical school. The inclusive process includes dialogue with clinical and nonclinical department chairs, department faculty, the medical school’s executive committee, the dean’s leadership team, key administrative leads, the faculty senate, medical students, and resident leaders. The medical school’s strategic plan is a “living document” that is applied at both the level of the school and at the level of individual departments and centers; tactics are refined that advance the mission components of the medical school’s strategic plan. A key benefit of this process is the flexibility it affords the medical school to adapt to its changing environment, as it maintains attentiveness to opportunities and challenges to implement the strategic plan. The most recent update in 2019-20 involved the leads of each mission areas gathering feedback from multiple stakeholders over a series of department and program meetings, synthesizing goals and gathering final input from the JABSOM faculty Senate, JABSOM Executive Committee, and the faculty.

JABSOM SHARED CORE VALUES

**Collaboration:** Shared accomplishments in the spirit of partnership  
**Diversity and Inclusion:** Respect for the entire spectrum of human experience  
**Excellence:** Guiding all of our efforts in research, education, and service  
**Innovation and Discovery:** The generation, application, and transmission of new knowledge  
**Pono:** Integrity, morality, and equity, taking action to eliminate health disparities in the spirit of social justice
The overall approach used to advance the medical school via strategic planning can be summarized as follows:

- achieving excellence through development of a culture that strengthens the medical school’s departments and faculty
- developing and promoting innovative and unique educational programs which leverage existing resources
- attaining resources and strengthening of clinical departments aligning with hospital clinical service lines to build strong clinical learning environments; and
- attaining resources and recruiting additional research faculty members through translational research programs and centers of excellence, especially those addressing health disparities.

The medical school’s strategic planning effort has also incorporated strategic initiatives from different levels within the University of Hawai‘i’s (UH) 10-campus system, the Kaka‘ako satellite campus, and at school-wide, department, and program levels. Dean Jerris Hedges has been active at the UH system and UH Mānoa (UHM) campus levels, serving on the UHM provost’s Strategic Planning Committee.

In 2019, the UHM finalized its strategic plan with four high-level strategic goals. JABSOM is inherently aligned with these goals (see page 5).

JABSOM Diversity Statement

The John A. Burns School of Medicine embraces diversity and inclusion as part of our shared Hawaiian, Asian and Pacific values. These shared values are responsive to our unique location in the center of the Pacific. We uphold that an environment of inclusiveness, equal opportunity and respect for the similarities and differences in our communities advances our mission of education, research and innovation, community service and clinical healing. JABSOM is committed to preparing a culturally competent health and science workforce that meets the needs of Hawai‘i. We strive to reflect the demographics of Hawai‘i, including representation of Native Hawaiians and Pacific Islanders, individuals from rural areas of Hawai‘i, first generation college students and those from economically, socially, and educationally disadvantaged backgrounds. JABSOM is cultivating a transformative teaching and learning environment that promotes the recruitment and retention of students, faculty, and staff, who are representative of the diverse population of Hawai‘i.
SYNERGY WITH UH SYSTEM STRATEGIC GOALS

Goal 1: Hawaiian Place of Learning

The Hawaiian sense of place is a part of the essence of JABSOM. Although the Department of Native Hawaiian Health is a visible leader in sustaining Hawaiian values within JABSOM and the medical community, JABSOM embraces Hawaiian values and practices throughout its endeavors, including its MD student pathway projects, community-based research programs, and its underlying shared values.

Goal 2: Enhancing Student Success

JABSOM is committed to MD students completing their training, successfully matching into their specialty of choice, and graduating on time. Considerable effort is placed into assessing learning style, teaching study skills, and providing multiple formats for an interactive and stimulating student experience. JABSOM uses an innovative problem-based learning (PBL) format that emphasizes the synthesis of basic science and clinical skills. In July 2020, JABSOM started learning communities, which provide longitudinal small group learning that is horizontally and vertically integrated with the other components of the MD curriculum. Specific to enhancing student success, the learning communities program includes general advising, mentoring, and resiliency skills building. Targeted support for remediation is available through the learning specialist and course directors. Furthermore, JABSOM provides a long-standing post-baccalaureate program (‘Imi Ho’ōla) to prepare those students with educational disadvantages for the rigors of medical school.

Goal 3: Excellence in Research

Interdisciplinary translational research continues to be championed by JABSOM. The number of R01 grants has increased significantly in the last decade. In 2019, an associate dean for research (ADR) was hired. The ADR works with the department chairs to develop strategies for recruitment of basic and clinical/translational researchers. Additionally, active program coordination and collaborations with the Cancer Center continues. Through NIH health disparities infrastructure grants like Ola HAWAII and PIKO, life-science research resources are shared across the UH System. Through JABSOM’s strategic planning in research, the following are areas of focus: basic science research, translational research, clinical research, faculty retention and recruitment, team science, health service and disparities research, and approaches to reduce administrative burden. This is accomplished by leveraging resources and partnerships across JABSOM departments, with our major health system partners, with other health science colleges and schools at the UH and with other institutions of higher education.

Goal 4: Building a Sustainable and Resilient Campus Environment

Each year, JABSOM engages in repairs and maintenance to keep the facility strong and productive. JABSOM has invested in maintaining the university’s Biosafety Level-3 research facilities operational to permit active (non-select agent) microbiological research. The BioScience Building has undergone renovations to also improve the vivarium. JABSOM maintains a clinical practice site for its academic speech and hearing program, and a small clinical and translational research clinic, which supports clinical research on the Kaka’ako campus. The JABSOM café has been updated and all classrooms and several other teaching spaces (including the former bookstore and the anatomy lab) have had recent wireless network and audio-visual upgrades to enhance education.
The school’s basic mission is not only to train high-quality physicians, but also to train biomedical scientists and allied health workers. Degrees and programs offered at JABSOM include the following.

- **Doctor of Medicine (MD) Program**
  - Doctor of Medicine (MD)
  - 'Imi Hoʻōla Post-Baccalaureate Program

- **Master of Science (MS) or Doctor of Philosophy (PhD) degrees:**
  - Biomedical Sciences (Tropical Medicine) (MS, PhD)
  - Cell and Molecular Biology (MS, PhD)
  - Quantitative Health and Clinical Research (MS)
  - Communication Sciences Disorders (MS)
  - Developmental and Reproductive Biology (MS, PhD)

- **Bachelor of Science (BS) or other programs and certificates:**
  - Graduate Certificate (GCERT) in Tropical Medicine
  - Graduate Certificate (GCERT) in Clinical Research
  - Medical Technology Bachelor of Science (BS)
  - Medical Technology Post-Baccalaureate Program

- **Graduate Medical Education (MD Residency & Fellowship Training):**
  - Internal Medicine (including Geriatrics and Cardiovascular Disease fellowships)
  - Surgery (including Surgical Critical Care)
  - Family Medicine (including Sports Medicine)
  - Psychiatry (including Geriatric, Child and Adolescent, Addiction Psychiatry, and Addiction-Medicine)
  - Obstetrics and Gynecology (including Maternal-Fetal Medicine and Complex Family Planning)
  - Pediatrics (including Neonatal-Perinatal)
  - Pathology
  - Orthopedic Surgery

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