



AAMMC

Tomorrow's Doctors, Tomorrow's Cures®

GIP Orientation Guide

Group on Institutional Planning (GIP)

Association of
American Medical Colleges

This document was created by Association of American Medical Colleges (AAMC) staff and is intended for members of the Group on Institutional Planning (GIP).

The AAMC serves and leads the academic medicine community to improve the health of all. [aamc.org](https://www.aamc.org)

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AAMC Affinity Groups

The AAMC councils, professional development groups, and organizations provide individuals at member institutions with access to professional growth, leadership development, networking, and collaboration opportunities.

AAMC Membership Councils

Council of Deans (COD)

Council of Faculty and Academic Societies (CFAS)

Council of Academic Health System Executives (CAHSE)

AAMC Affinity Groups

Chief Medical Officers' Group (CMOG)

Compliance Officers' Forum (COF)

Forum on Conflict of Interest in Academe (FOCI Academe)

Government Relations Representatives (GRR)

Graduate Research, Education, and Training Group (GREAT)

Group on Business Affairs (GBA)

Group on Diversity and Inclusion (GDI)

Group on Educational Affairs (GEA)

Group on Faculty Affairs (GFA)

Group on Faculty Practice (GFP)

Group on Information Resources (GIR)

Group on Institutional Advancement (GIA)

Group on Institutional Planning (GIP)

Group on Regional Medical Campuses (GRMC)

Group on Research Advancement and Development (GRAND)

Group on Resident Affairs (GRA)

Group on Student Affairs (GSA)

Group on Women in Medicine and Sciences (GWIMS)

AAMC Membership Organizations

Organization of Resident Representatives (ORR)

Organization of Student Representatives (OSR)

Additional Information

For a description of each member community, visit

<https://www.aamc.org/members>.

GIP Strategic Framework

The AAMC's Group on Institutional Planning (GIP) is one of many professional development groups supported by the AAMC to further its mission to serve and lead the academic medicine community to improve the health of all. The professional development groups were formed to help professionals within academic medicine grow and learn in their professional roles and develop their leadership capacities. The GIP is committed to being the foremost professional resource to advance the practice of planning in academic medicine. Additionally, the GIP facilitates the realization of several of the AAMC's strategic priorities, primarily:

- Lead innovation along the continuum of medical education to meet the health needs of the public.
- Be a valued and reliable resource for data, information, and services.
- Help our members identify, implement, and sustain organizational performance improvement.
- Provide outstanding leadership and professional development to meet the most critical needs of our members.

The GIP fosters the exchange of ideas using various vehicles (e.g., listserv, networking, and subcommittees) and provides professional development opportunities (e.g., annual meetings, workshops, articles, and tools) through which the knowledge and experience of the GIP community can be leveraged and advanced.

While there are common characteristics of academic medicine organizations, the organizational structure and planning requirements of each is unique. Given the complexity and breadth of planning in academic medicine, and the way planning resources are allocated throughout the various organizations, the membership of the GIP is necessarily broad so that all professionals whose positions require the use of core planning tools and methods may be included. Members of the GIP are involved in planning processes that can be strategic or targeted, institution wide or centered on a specific department/program; long, intermediate or shortrange; focused on a specific area of the tripartite mission of research, education or patient care; or inclusive of all three. Other areas of planning include physical space, capital projects and manpower (whether faculty or staff).

The GIP advances the discipline of planning in academic medicine by:

- Facilitating and promoting innovative techniques, methods, and approaches in the discipline of planning to meet the changing landscape of academic medicine and the challenges of the future.
- Providing opportunities for planning professionals to connect through multiple venues designed to facilitate the sharing of information and ideas.

GIP Strategic Framework (continued)

- To be the professional development and networking organization of choice for all planning professionals in academic medicine.

PROFESSIONAL DEVELOPMENT

Provide planning information and professional development opportunities to increase knowledge, foster innovative thinking and develop leadership and planning skills.

- Develop a robust annual spring meeting program and collaborative opportunities with the AAMC and other interest groups as appropriate.
- Develop resources (e.g., a planner's toolkit) to improve the core competencies of new planners.
- Conduct assessments of membership to understand professional development needs.
- Maintain an up-to-date repository of information to include data, benchmarking applications and trends (e.g. space, compensation, profiles, LCME, etc.), professional literature, videos, and other resources.
- Track and discuss emerging issues via various fora (e.g. symposia, website, social media, etc.).
- Provide ongoing development, workshops, training, tools and resources (project management, facilitation, process improvement, strategic alignment, change leadership, etc.) for members that are necessary to transform our own institutions.

ENGAGEMENT & GROWTH

Increase active participation of the GIP membership by keeping current members engaged and identifying new members to further the discipline of planning.

- Develop programs to engage the new members early and keep veteran members involved.
- Improve the relationship with current members through targeted communications.
- Encourage the leadership of medical schools and teaching hospitals to designate representatives and/or encourage their participation.

GIP Strategic Framework (continued)

COLLABORATION & NETWORKING

Enhance and strengthen the interactions within the GIP and bridge knowledge-sharing with other AAMC professional groups.

- Facilitate networking opportunities through traditional and innovative venues, including social media and other platforms.
- Facilitate connections between GIP members to content experts.
- Reach out to other AAMC groups for collaboration (e.g. spring meeting, webinars, symposia, projects, etc.).

Subcommittees exist to implement the strategic initiatives and actions of the GIP. Subcommittees are often chaired/co-chaired by members of the Steering Committee who report back to the Steering Committee on activities and progress. The Steering Committee will consider additional subcommittees to further address the interest of the GIP membership.

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Benefits of Membership

If you regularly attend the GIP's professional development programs, you will not only gain new insights into your work but also how to do it more skillfully. Starting with your first meeting, you can develop a network of colleagues and peers who not only understand the challenges you confront daily in your position, but also are open and willing to share their own experiences coping with similar issues. In the GIP, you can potentially forge friendships that will last throughout your career.

GIP Designation Process

GIP members are representatives of AAMC member institutions. There is no cost to join. The Principal Contact must be appointed by their medical school dean or teaching hospital/health system CEO. Only one representative may be designated as the institution's Principal Contact. An email from the dean or CEO is sufficient to establish membership.

Any number of additional representatives may be appointed to the GIP. They can be nominated or confirmed by another GIP member **at the same institution**.

Letters of appointment should be sent via email to:

Shawn Rosen-Holtzman, MBA
Director, Constituent Engagement
srosenholtzman@aamc.org

Membership Categories:

Principal Contact

This individual is the most senior person in the AAMC member medical school or teaching hospital/health system with planning as their principal responsibility. The principal contact is the person with whom the GIP most frequently communicates and through whom the GIP is able to reach specific audiences within the institution.

Other Representatives

Any individual from an AAMC member medical school or teaching hospital/health system with professional responsibilities in the areas of planning addressed by the GIP.

GIP Awards

The [Distinguished Service Award](#) program was created to recognize the contributions of members (current and/or former) of the GIP who, by virtue of their effort and service, contributed significantly to the advancement of the mission of the Group.

GIP Toolkit

Introduction to the Planners' Toolkit

The role of the planner in academic medicine is rich and varied. Projects may encompass strategic, programmatic, space, capital, and operational planning (to name a few), and can span the clinical, research, academic, and community missions of our institutions. Depending on the size, scope, and organization of the institution, roles may be highly specialized or very broad.

With this in mind, the GIP has developed a [Planners' Toolkit](#), which is intended to provide an overview of planning in academic medicine. Whether you are new to a planning role, a seasoned veteran with new roles and responsibilities, or an occasional participant, it is our hope that the toolkit can be used as an introduction to the field, as well as to some of the key issues and activities it encompasses. It includes a series of short introductory articles by some of our most experienced members on:

- Planning in Academic Medicine
- Organizational Structures and Planning
- Strategic Planning in Academic Medicine
- Master Planning
- Space Planning: Clinical, Research, Education
- Space Management/General Facilities Information
- Data and Benchmarking (forthcoming)
- Why We Love Working in Academic Medicine
- Appendix A – About the GIP and the AAMC
- Appendix B – Master Planning

We hope the [toolkit](#) will become a living document that will continue to expand as our members contribute new topics from their various areas of expertise. We welcome your comments and thoughts on how we can continue to make this a useful resource. The toolkit will be distributed to all newcomers to the Group and is also accessible on the GIP website.

Subcommittees & Work Groups

Strategic Planning and Management Subcommittee

The GIP Strategic Planning and Management Subcommittee is focused on efforts that include communicating best practices, planning and hosting webinars, and being a general resource to the strategic planning community. Specific responsibilities of the GIP Strategic Planning and Management Subcommittee include:

- Communicating best practices on strategic planning and management.
- Planning and hosting webinars on topics related to strategic planning and management.
- Facilitating [hot topic discussions](#) on the monthly subcommittee calls.
- Convening experts and expanding networking opportunities to those new to the field.
- Tracking and discussing emerging issues via various fora (e.g. symposia, website, social media, etc.).
- Working to identify resources/toolkits/software that support strategic management.
- Serving as a resource to the academic medicine community, as it relates to environmental drivers and trends.

Facilities Planning and Space Management Subcommittee

The GIP Facilities Planning and Space Management Subcommittee is charged with establishing a library of information that is useful to members of the GIP. Specific responsibilities of the GIP Facilities Planning and Space Management Subcommittee include:

- Recommending data collection efforts related to space.
- Developing common definitions around space and financial data to allow for metric development and benchmarking.
- Facilitating [hot topic discussions](#) on the monthly subcommittee calls.
- Developing surveys and papers, particularly around research space (wet, dry, damp).
- Expanding beyond research space to capture other academic medical center space types (clinical, academic, education, multi-purpose, etc.).
- Expanding beyond data collection to include space management software and other planning tools.
- Hosting webinars, moderated calls, and give presentations at meetings.

**Subcommittees &
Work Groups
(continued)****Emergency Preparedness & Business Continuity Planning Work Group**

The GIP recognizes the importance of emergency preparedness, organizational resiliency, and business continuity planning at academic medical centers. To this end, the GIP has formed a work group. This newly formed group will meet monthly to discuss topical issues, share resources & challenges, and potentially develop templates and other planning documents. The first area of focus will be preparing for emergencies, and the impact of emergencies on facilities and operations at academic medical centers.

Data Driven Academic Medical Centers Work Group (DDAMC)

The Data Driven Academic Medical Centers (DDAMC) Work Group seeks to be a coordinating source of resources to share knowledge and enable academic medical centers to leverage new and existing data to inform the decisions across its missions, strategic initiatives, and daily operations. This cross-cutting work group is led by chairpersons coming from the Group on Information Resources (GIR), Group on Business Affairs (GBA), and GIP and is open to all AAMC constituents, with the goal of building a community of members who are interested in this topic and taking part in collaborative opportunities and projects surrounding data-driven activities and initiatives. Work group members are expected to participate in webinars and on monthly calls as well as assist with projects and initiatives identified by the group and contribute resources (e.g., articles, dashboards, screenshots). [View the Data Driven Academic Medical Centers Work Group: Scope and Approach.](#)

Meetings

[2025 GBA/GIP Joint Spring Meeting](#)

April 23-25, 2025

Phoenix, AZ

For additional information about AAMC offerings & future meetings, visit

<https://www.aamc.org/professional-development/events>

Past Meetings

[2024 GBA/GIP Joint Spring Meeting](#)

April 17-19, 2024

Boston, MA

[2023 GBA/GIP Joint Spring Meeting](#)

April 25-27, 2023

San Juan, Puerto Rico

GIP Member Resources

- **The GIP Monthly Planner** – A [monthly newsletter](#) about the latest GIP happenings.
- **GIP Listserv** – The GIP listserv is a general electronic forum for discussion of any matter related to academic medical center planning (e.g., strategic planning, academic planning, clinical services planning and marketing, facilities planning, information systems and telecommunications planning, and resource planning, among others). The GIP listserv is open to representatives of AAMC member institutions. Click [here](#) for additional information.

Initiatives:

- **New Buildings** – Listing of buildings planned for or under construction at medical schools and hospitals nationwide. Click [here](#) for additional information.

Directory:

- **GIP Membership Directory** – Searchable [online database](#) (*login required*)

Meetings:

- Announcements, calls for proposals, agendas, and logistics for upcoming professional development conferences and meetings.
- Presentations, agendas, and participant lists from past professional development conferences and meetings.

The latest information on GIP meetings & offerings can be found on the [GIP Website](#).

Data Resources:

- [Capital Investment Data](#)
- [Medical School Profile System](#)
- [Faculty Roster System](#)
- [Organizational Characteristics Database](#)

AAMC News and Publications:

- [Academic Medicine](#)
- [AAMC News](#)
- [Washington Highlights](#)

About the AAMC

The AAMC (Association of American Medical Colleges) is a nonprofit association dedicated to improving the health of people everywhere through medical education, health care, biomedical research, and community collaborations. Its members are all 160 U.S. medical schools accredited by the [Liaison Committee on Medical Education](#); 12 accredited Canadian medical schools; nearly 500 academic health systems and teaching hospitals, including Department of Veterans Affairs medical centers; and more than 70 academic societies. Through these institutions and organizations, the AAMC leads and serves America's medical schools, academic health systems and teaching hospitals, and the millions of individuals across academic medicine, including more than 210,000 full-time faculty members, 99,000 medical students, 162,000 resident physicians, and 60,000 graduate students and postdoctoral researchers in the biomedical sciences. Through the Alliance of Academic Health Centers International, AAMC membership reaches more than 60 international academic health centers throughout five regional offices across the globe. Learn more at aamc.org.

Operational Strategy

To achieve impact within each of these portfolios, the AAMC strives to be a high performing organization. The association has four domains in which it seeks operational excellence:

- **People:** The AAMC places a high priority on attracting, developing, engaging, and retaining the talent needed to meet current and future organizational needs.
- **Culture:** The AAMC's culture of innovation, collaboration, and excellence propels its strategy and impact.
- **Finances:** The AAMC sustains and enhances its financial commitments to execute its strategic portfolio and achieve its mission through effective stewardship.
- **Infrastructure:** The AAMC's solid and capable infrastructure in information technology, data, facilities, and operations accelerates our ability to achieve our mission.

AAMC Leadership

Leadership Team

Click [here](#) to view the current AAMC Leadership Team.

Board of Directors

Click [here](#) to view the current AAMC Board of Directors.

AAMC Selected Data Services on the Web

The AAMC maintains a variety of web resources to support the mission of improving the nation's health by enhancing the effectiveness of academic medicine. A few of these web resources are listed below. Medical schools, federal agencies, professional organizations, and the AAMC use these web resources for various management, planning, evaluation, and research activities. These data services help to inform decisions about important aspects of medical education while protecting individual and institutional confidentiality. Unless noted, users may access each data service at the following site:

<https://www.aamc.org/data-reports>.

The **Medical School Profile System (MSPS)** allows users to produce reports from the annual surveys of the Liaison Committee on Medical Education (LCME). Information is available on a variety of topics, such as on faculty counts, research grants and contracts, student counts, financial aid awards, graduate indebtedness, and revenue sources. Users can pull hundreds of data elements to build custom reports at the [password-protected website](#).

The **Faculty Roster** contains data on faculty and chairs broken out by fields such as department, rank, degree, specialty, sex, and race/Hispanic origin. A [password protected website](#) permits users to create retention reports, promotion reports, alumni reports, demographic reports, educational reports, and other reports at the institutional and national levels. However, potential users must contact each medical school's faculty roster representatives about the possibility of receiving access rights. Click [here](#) to identify these representatives.

The **Organizational Characteristics Database (OCD)** shows institutional-level data about each medical school and its affiliated teaching hospitals, including the relationship of the medical school to its parent university, the ownership of the integrated hospitals, and the legal structure of the practice plans. These data are updated yearly and are available at www.aamc.org/data/oed.

The AAMC **FACTS** tables comprise the most comprehensive and objective data on U.S. medical school applicants, matriculants, enrollment, graduates, Electronic Residency Application Service (ERAS) applicants, and M.D.-Ph.D. students available to the public free of charge. Click [here](#) to learn more.

Data Requests

To request data or data reports, visit the [AAMC Data and Analysis website](#) to complete the online data request form.