

An Invitation
To Apply for the Position of:

President and CEO
Association of American Medical Colleges
Washington, DC

THE SEARCH

The Board of Directors of the Association of American Medical Colleges (AAMC) invites applications for the position of President and CEO to build on the transformational leadership of the incumbent who has served in the role since 2006.

The mission of the AAMC “is to serve and lead the academic medicine community to improve the health of all.” Founded in 1876 and based in Washington, DC, the AAMC is a not-for-profit association dedicated to transforming health care through innovative medical education, cutting-edge patient care, and groundbreaking medical research. Its members are all 151 LCME-accredited U.S. and 17 LCME-accredited Canadian medical schools; nearly 400 major teaching hospitals and health systems, including 51 Department of Veterans Affairs medical centers; and more than 80 academic societies. Through these institutions and organizations, the AAMC serves the leaders of America’s medical schools and teaching hospitals and their more than 173,000 full-time faculty members, 89,000 medical students, 129,000 resident physicians, and more than 60,000 graduate students and postdoctoral researchers in the biomedical sciences.

The AAMC is described as being three organizations in one: a traditional membership association that serves the constituents of its schools of medicine, teaching hospitals and health systems, and academic societies; a services organization engaging with learners across the continuum of medical education; and a think tank that harnesses its broad data resources and expertise within its membership to study the most pressing issues impacting academic medicine to recommend solutions.

This is a unique moment in time for the AAMC and its next President and CEO. The AAMC is viewed broadly as the trusted voice of academic medicine, and with that privilege comes the responsibility to ensure the association’s relevance in a time of tectonic shifts in health care, biomedical research, and higher education. In this time of transformational change, medical schools and teaching hospitals can and must lead the efforts that will improve our nation’s health and sustain the unique missions of academic medicine. This makes the President and CEO role an extraordinary opportunity for a visionary leader to proactively shape the future and have a major influence on medicine.

Under the leadership of Darrell G. Kirch, MD, a distinguished physician, educator, and medical scientist, the AAMC has experienced significant and targeted growth in its ability to lead and serve the academic medicine community. The association has grown from a staff of fewer than 400 to approximately 680 staff, and its operational revenue has more than doubled. Commitment to its mission as well as improved operational efficiency and effectiveness have been central to many of the changes at the AAMC, including the establishment of a chief medical education officer to advance innovation in medical education and a chief learning officer to accelerate leadership development for academic medicine and oversee AAMC's member learning and engagement portfolio; the creation of the current governance structure (see page 13); the recruitment of the internal executive Leadership Team; and the establishment of formal enterprise risk management, internal audit and process excellence teams.

The Board of Directors seeks a President and CEO who will build on this success and work within and across the AAMC missions of medical education, care delivery, research, and diversity and inclusion, to promote: a continually improving continuum of medical education that inspires learners to serve the public, promote health, and improve care; a sustainable health care system in which academic medicine plays a unique and important role; new knowledge throughout the full spectrum of research that improves the health of all; and a culturally competent, diverse, and well-prepared health and biomedical workforce that leads to improved health and health equity.

Medical school and teaching hospital leaders, educators, providers, and researchers operate in an environment that is more challenging than ever. In a time of waning resources and increasing societal expectations, they must strive for innovation and excellence along the continuum of preparation, education, and training of physicians. As education and health care costs continue to escalate, they must find new ways to deliver medical education and safe, high-quality care more affordably. And while medical research is one of the most important investments our nation can make in the future, they must find new ways to collaborate and derive maximum value from these investments.

Several broad trends will impact AAMC's member institutions, pose challenges and opportunities (detailed on pages 6-9), and will form the shape and priorities of the AAMC and the leadership priorities of the next President and CEO:

- A growing, aging, and more diverse population that means more preventable chronic illness and the imperative for academic medical centers to provide care in team-based environments and to meet the needs of their communities.
- New modes of learning that will demand the AAMC look to its medical education researchers to promote novel and more cost-effective modes of teaching medical students, residents, and graduate students to best prepare physicians and scientists to be successful in this new and changing environment.
- Shortages of physicians, as well as an aging physician workforce, both of which relate to new and evolving roles for all members of the health care workforce.
- Ethnic and gender homogeneity in health care leadership. For example, women hold 16% of permanent dean and department chair positions in U.S. LCME-

accredited medical schools. The AAMC holds a central position in expanding diversity in the leadership ranks of our academic health systems.

- A health care system being reshaped by mergers, acquisitions, and partnerships with an increased emphasis on the business of health care, which challenges the fundamental identity, organization, and future of the current academic medical brand, identity, and structure, necessitating the AAMC to continue to study new models, learn from its members, and convey those learnings to its broad membership.
- Uncertain federal support of Medicare, Medicaid, research, and other important clinical, research, VA, and education programs, which amplifies the imperative for continued advocacy and support of members facing financial challenges from other various sources including parent universities, state government and third-party payors.
- A broad shift from fee-for-service to value-based reimbursement, while maintaining a high-quality of care, which positions the AAMC to highlight the innovations being developed within its teaching hospitals and health systems.
- Emerging technology which has the potential for transforming, and possibly disrupting, the way undergraduate and graduate medical education and health care is delivered and research is conducted, which also affords the AAMC the opportunity to use these emerging technologies across the continuum of AAMC's scope of impact (e.g., products, services, data collection and research, advocacy).
- Data analytics that have begun to rapidly transform the tripartite missions of academic medicine, which positions the AAMC to use its rich data resources in new and innovative ways to benefit medical education, research, clinical, and diversity and inclusion efforts.
- Changing nature of consumerism in health care, and its impact on the role of the physician, which requires the AAMC to understand the correlation to professionalism values in medicine and to support medical educators and residency programs to train physicians accordingly.

The AAMC is well positioned to marshal its intellectual reach, service, and organizational capacity to move into the future. It has built financial strength, and invested heavily in information technology (IT) infrastructure that supports all of its missions and functions, but especially its residency and student services. It has strengthened crucial capacities that support advocacy and communications. The AAMC's new headquarters has a state-of-the-art learning center that provides a location to bring together members and supports its focus on delivering learning and leadership programs to meet member needs. In service of leading change, the AAMC headquarters is also home to several other health professions education associations, further underscoring AAMC's commitment to the team-based care of today and tomorrow.

The President and CEO will lead an adaptive and inclusive agenda that aims at the largest opportunities in the ecosystem. They will convene and inspire members and external

stakeholders, launch evidence-based and informed conversations that leaders throughout academic medicine require, and chart a successful path for the full range of academic medicine missions. Essentially, the President and CEO will have the opportunity to “serve and lead” the vital academic center of medicine with the genuine potential to improve the health of all.

THE AAMC TODAY

Impact of Academic Medicine

The President and CEO will appreciate the broad impact and responsibility of academic medicine:

- In 2016, approximately two-thirds of the active U.S. physician workforce and three-quarters of the active Canadian physician workforce trained at a medical school accredited by the [Liaison Committee on Medical Education](#) (LCME), which the AAMC co-sponsors with the American Medical Association.
- 5% of all U.S. non-federal, short-term, general hospitals are AAMC-member teaching hospitals. Although they are a relatively small percentage of all U.S. hospitals, these institutions accounted for 25% of all Medicaid hospitalizations and provided 31% of all hospital charity care in FY2016.
- Physicians and scientists at AAMC-member institutions are awarded more than half of all NIH extramural grants. This close research partnership with the NIH has produced many life-saving and life-improving discoveries, as well as new treatments and cures.
- AAMC-member institutions also make [substantial contributions](#) to the U.S. economy. In 2016, U.S. medical schools and teaching hospitals represented by the AAMC contributed approximately 3% to the U.S. gross domestic product (GDP).

Mission and Vision

The AAMC’s mission is to serve and lead the academic medicine community to improve the health of all. The AAMC and its members envision an affordable, safe, equitable, and high quality health care system, an educational continuum that produces the diverse workforce for today and tomorrow's health needs, and science that constantly improves care.

To achieve this vision, the AAMC and its member medical schools, teaching hospitals, and academic societies are committed to being part of the solution to improve the health care system and to leading the change that improves health.

The vision of the AAMC and its members is a healthy nation and world in which:

- America's system of medical education, through continual renewal and innovation, prepares physicians and scientists to meet evolving health needs.
- Medical students, biomedical graduate students, residents, fellows, faculty, and the health care workforce are diverse and culturally competent.

- Advances in medical knowledge, therapies, and technologies prevent disease, alleviate suffering, and improve quality of life.
- The nation's health system meets the needs of all.
- Concern for compassion, quality, safety, efficacy, accountability, affordability, professionalism, and the public good guide the health care community.
- Medical schools and teaching hospitals continually earn the trust and support of the public for their special missions.
- The AAMC and its members are a dynamic force in realizing this vision.

CURRENT PRIORITIES AND PROGRAMS

To enhance the association's effectiveness, the AAMC continues to direct its work in a strategic, focused, and aligned manner to meet the areas of highest priority for the academic medicine community. In particular, the AAMC has been focused recently on the following priorities in which it is best positioned to make the greatest impact for its members:

- Enhancing tools, resources, and relationships to advance learning and assessment across the medical education continuum.
- Innovating for the changing needs of academic medicine.
- Developing diverse leaders of the future.
- Advocating for policies and regulatory reforms that ensure academic medicine is able to meet the nation's care delivery, discovery, and education needs.
- Designing and building a digital presence that enhances the value for the engagement of the stakeholders of academic medicine.

Additionally, the AAMC plays a critical role in supporting learners in their journeys to become physicians. Becoming a physician remains a desirable and sought-after career. Each year, more than 50,000 aspirants apply to medical school and about 80,000 examinees take the Medical College Admissions Test® (MCAT®) in preparation for their application to medical school. The AAMC owns and operates the MCAT®, the American Medical College Application Service® (AMCAS®), and the Electronic Residency Application Service® (ERAS®).

The AAMC is committed to translating association priorities into successful outcomes that deliver value to its members and improved health for all. For more information about the AAMC, refer to pages 12-14 and visit its website at www.aamc.org.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT AND CEO

Led by a visionary President and CEO and using its demonstrated strength in convening, conducting research, utilizing data, and advocating, the AAMC will embrace the opportunities and challenges facing academic medicine at this inflection point in its history.

Lead, inspire and champion academic medicine in all of its missions

The next AAMC President and CEO will provide visionary leadership across the breadth of academic medicine by: inspiring its broad and diverse constituency, peer organizations, and staff alike; cementing the AAMC's role as convener and catalyst for change; remaining the essential and central home for academic medicine's leaders, faculty, and learners to prepare them for and support them in a time of tectonic shifts in academic medicine; providing an ever-evolving and useful portfolio of services to support aspiring physicians and scientists; and serving as an ever more effective national advocate for, and voice of, U.S. medical schools, teaching hospitals, and academic societies. To do this, the President and CEO must understand the trajectory of health care, research, and higher education and be guided by a strong personal value system that prioritizes the needs of society. Above all, the President and CEO is the ultimate national role model and must inspire the highest level of professionalism among learners, physicians, and administrators of our health systems.

Transform the education of physicians

At its core, the AAMC exists to advance medical education. Medical schools are innovating their education and training paradigms to facilitate learning and better prepare tomorrow's doctors for the needs of 21st century health care. The AAMC instituted a revised MCAT exam in 2015 to include knowledge of psychological and sociological concepts in addition to updated science competencies. More medical schools are implementing a [holistic admissions](#) process to enroll more diverse classes. As new modes of learning become mainstream, medical schools are embracing active learning curricula and teaching innovations. To enhance efficiency and effectiveness, competency-based curricula and assessment have been implemented while experimenting with length of training. At the same time, with gains in artificial intelligence and technology, the human qualities of physicians, including interpersonal and communication skills are becoming increasingly important. Changes in undergraduate medical education are also influencing change in graduate medical education, PhD training, and continuing medical education. In this time of exponential discovery, physicians and scientists must be willing life-long learners. The next President and CEO must have an understanding of adult learning pedagogy and be engaged in discussions and assessments of educational innovations. The next President and CEO has the distinct responsibility and opportunity to assert the AAMC's leadership role in comprehensively addressing educational reform, including cost.

Support the pursuit of scientific excellence

This is a vital and exciting time in science. The network that links federal research funding, academic medical centers, and industry has grown in volume and strength as new technology drives discovery and vice versa. Academic medical centers occupy a crucial place in educating the next generation of biomedical scientists and engaging in the global effort to catalyze scientific advances, from clinical research to health services research to fundamental basic science discoveries to analyses and applications for big data. Academic medical centers make significant investments in biomedical research in support of their faculty, students, and mission of discovery to improve health. The AAMC is one of the most respected voices and has the potential to alter the national and global conversation, in which the next President and CEO will continue to engage.

Focus and expand efforts to reduce health disparities and increase diversity and inclusion

For nearly a generation, the AAMC has made diversity, equity, and inclusion a mission commitment. It includes a broad definition of diversity that includes all aspects of human differences such as socioeconomic status, race, ethnicity, language, nationality, sex, gender identity, sexual orientation, religion, geography, disability, and age, among others. The association has led its members to increase the diversity of its student bodies and their faculty. Medical schools and teaching hospitals have made progress but much remains to be done, especially when considering this more inclusive view of diversity. America needs a physician cadre that reflects the nation, in ethnic, racial, and socioeconomic diversity. As the nation has seen recent gains in the proportion of Americans with meaningful health insurance, it is possible to imagine needed reductions in disparities of health care outcomes across socioeconomic and racial lines. That goal would be greatly aided by a diverse workforce that focuses on achieving health equity. The next President and CEO will champion this goal with passion and commitment and encourage innovative approaches to increase diversity throughout the health care workforce.

Lead inclusive advocacy efforts to improve the health care system overall

The AAMC operates in a broad ecology of Washington-based health groups, interacting with members, federal agencies, Congress, the U.S. government Administration, the media, and the public. The AAMC is widely respected for the quality of its advocacy operation, and its staff operates effectively with peer organizations across the spectrum. The AAMC shares values and objectives with many of these organizations and there are opportunities for greater collaboration and coordination toward shared goals. The next President and CEO will continue to set the tone for collaboration and coordination, as well as act as a lead advocate for improvements and changes in law and regulation that supports the mission of academic medicine and improves the health care system overall.

The AAMC has also invested in data and analytical expertise that is valuable to policymakers and academic medicine leaders. The next President and CEO will be responsible for continuing to raise the AAMC's profile in these spaces, to enhance its role in medical education, and to promote academic medicine as a critical contributor to the health of the nation and world.

Advocate for clinician, faculty, and learner well-being

Well-being impacts both quality and efficiency of care, academic productivity, and satisfaction of faculty and staff. As the pace of change has accelerated in health care and academic medicine, preserving the resilience and well-being of faculty, staff, and medical and basic science learners has become increasingly difficult. Physician, basic scientist, and learner well-being has reached crisis levels, with more than half of physicians reporting symptoms of burnout, nearly 40% reporting symptoms of depression, and frighteningly, 6.4% reporting suicidal ideation. The problem is complex, with multiple factors affecting clinician well-being, including the learning, practice and academic research environments; cost of medical education; regulatory, business, and payer environment; health care role; skills and abilities; organizational factors; socio-cultural factors; and personal factors. The complexity and severity of burnout among clinicians, scientists, and other members of the care-delivery team requires the AAMC to partner with organizations across the health professions to provide tools and resources enhance the well-being of the current and future health care workforce.

The next President and CEO will continue to be at the forefront of these conversations, leading academic medicine towards a sustainable and balanced future. At the core, academic medical centers are ecosystems where the well-being of faculty, staff, and learners is crucial to not just their personal lives, but also to ensure patients receive the highest quality of care.

Design flexible programs and tools that add value to all members

The AAMC serves deans, CEOs, faculty, administrators, and learners who engage in twenty-two affinity groups that span all key roles in academic medicine. Schools of medicine and teaching hospitals vary greatly by geography, size, research intensity, funding, and relationship to other health care systems. They have some completely consistent needs and some that are radically different. A core challenge for the AAMC is how to serve its members regardless of these differences and competing needs.

As the organization of academic medical centers continues to evolve, the AAMC recognizes that leaders will face competing priorities, yet desire more comprehensive conversations with their peers to continue to lead effectively. These leaders will also become increasingly important to the AAMC as they will set the context for innovations in care delivery and financing of the academic missions, and have the relationships that are essential to advocacy. The next President and CEO will execute a strategy to engage all key constituent stakeholders in meaningful ways by providing venues to bring people together efficiently, designing content that adds value to each

at a price that is affordable to all. This will take originality, perhaps harnessing technology, possibly a review of the current membership model, and above all innovative thinking.

Examine and evaluate fee structures and revenue

The AAMC is a well-resourced association, supported by growing sources of revenue. Committed to stewardship of those resources, the association made a strategic decision to no longer subsidize member programs and services with student fees, a practice that has resulted in higher fees for AAMC meetings and other functions. This has raised concern among constituents, particularly in a climate of increased financial pressures at some member institutions. The Board of Directors is attuned to this issue, and the next President and CEO and will need to address this tension, while managing competing concerns, maintaining the viability of the AAMC through diverse sources of revenue, and meeting the most pressing needs of its membership.

THE ROLE

Major Responsibilities

- Develop an inspiring vision for the AAMC that enables the long-term success of its members, positions learners for rewarding lives of impact, and advances the measurable improvement of our health.
- Engage with the AAMC's membership in ways that demonstrate value, relevance, and high satisfaction.
- Effectively engage in (and lead, where appropriate) the national dialogue around issues affecting academic medicine, health care, equity, and inclusion.
- Engage meaningfully and collaboratively with other membership, professional, and accrediting organizations and societies that function across academic medicine, higher education, and research.
- Work effectively as a voting-member of the AAMC Board of Directors in meeting its fiduciary, strategic, and generative responsibilities for oversight of the association.
- Lead the team of motivated, committed, experienced, and accomplished professionals at the AAMC to empower continued engagement across the organization.
- Travel extensively to be visible nationally and interact with leaders at member institutions to discern their most pressing needs and to engage with key external stakeholders to understand partnership opportunities.
- Appropriately steward the financial and human resources of an approximately \$210+ million non-profit organization.

QUALIFICATIONS

The President and CEO will serve and advance the work of AAMC's diverse membership and continue to propel the organization on its upward trajectory. This will demand the proven ability to transcend organizational and cultural barriers to achieve mutually reinforcing gains, while balancing conflicting needs and grounding decisions in thoughtfulness, organizational priorities, team effectiveness, and organizational savvy. The successful candidate will prove their ability to do so by having demonstrated the following sets of experiences, attributes, and competencies:

- An optimistic, enthusiastic, proactive, and inclusive leadership style highly suited to engaging with academic medicine; the broader health care sector, research and higher education sectors; Congress and the Administration; and society as a whole on the value of academic medicine.
- Ingrained, authentic inspiration. The ability to instill trust, listen to, and affirm multiple audiences and, in equal measure, communicate to galvanize support for the work of their organization. Candidates will bring experience serving a defined constituency while explicitly connecting the organization's work to something far greater.
- A deep and nuanced understanding of academic medicine and health care more broadly. Fluency with the multiple facets of academic medicine—their conflicts and synergies—is essential. Just as important is a grasp of health care finance and the underlying forces that drive cost in the U.S.
- Demonstrated intellectual curiosity that drives deep questioning to appreciate the nuance of adaptive challenges, and supports experimentation and innovation.
- A record leading innovation while successfully managing ambiguity and disruption caused by external forces.
- Evidence of diversity, equity, and inclusion as lived values. Concurrently, they will have meaningfully enmeshed these principles into their organization's activities with measurable results.
- The demonstrated capacity to prioritize, execute, and communicate organizational activities that significantly contribute to their organization being essential to their target audiences and in the broader ecosystem.
- Exceptional skill at ensuring that financial resources are deployed in clear alignment with mission and priorities.
- Excellent communication skills and the ability to articulate a clear and compelling vision, as well as make sense of disparate changes affecting academic medicine and health care.
- A demonstrated resilience in times of complexity, change, uncertainty, and adaptive challenges.
- An MD or equivalent degree is required, along with a deep understanding of the value and mission of academic medicine.
- Leadership in effectively managing complexity in an organization with relevance to academic medicine is required.

TO APPLY

The AAMC has retained Isaacson, Miller, a national executive search firm, to assist in this search. **Interested individuals should submit a Curriculum Vitae and 2-3 page Letter of Interest that demonstrates how their past experiences have positioned them to lead the AAMC effectively over the next decade.** All inquiries, nominations, and applications should be directed in confidence to:

John Isaacson, Chair
Philip Jaeger, Vice President
Ariannah Mirick, Managing Associate
263 Summer Street
Boston, MA 02210
www.imsearch.com/6563

[Electronic submission of materials](#) is strongly encouraged.

SCHEDULED INTERVIEW DATES:

1st-round Interviews – September 20-21, 2018 (Washington, DC)

2nd-round Interviews – October 8-10, 2018 (Washington, DC)

Final Interview – November 2-3, 2018 (Austin, TX)

CURRENT RESOURCES OF THE AAMC

Organizational Structure and Culture

The AAMC is organized internally by clusters representing AAMC's mission and operational work. Each cluster is led by a chief who is a member of the internal executive [Leadership Team](#). The Chief of Staff, Chief Operating Officer, and Executive Vice President comprise the Executive Committee who report directly to the President and CEO. The President and CEO works closely with them to ensure strategic alignment, focus, and accountability across the association.

The AAMC has approximately 680 full- and part-time staff members.

Values and Culture

The AAMC prides itself on being an association that is mission driven and values based. The association's Values Statement identifies the core principles that staff agree should guide their daily work. The Culture Statement clarifies how staff commit to work together.

The AAMC Values Statement

The AAMC Values Statement identifies the core principles that we agree should guide our daily work: As an employee of AAMC, I agree to act ethically, value everyone, and take responsibility. Along with my colleagues, I strive to pursue innovation, collaboration, and excellence.

The AAMC Culture Statement

The AAMC Culture Statement is our commitment to offering a rewarding workplace with opportunities for personal and professional growth. The AAMC is more than the sum of its employees' efforts, ideas, and passion for improving the health of all. At the AAMC, we commit to being an organization that unites mission-driven staff, diverse in their experiences, talents, and approaches to solutions. The AAMC offers a rewarding workplace with opportunities for personal and professional growth. We agree to cultivate a respectful environment where employees and their work are valued for the contributions they make to the organization. We hold ourselves and others accountable in our words and actions to these values. Together, we strive for excellence in supporting the missions of our member institutions.

Employee Professional Growth and Career Development

The AAMC is committed to fostering ongoing employee professional growth and career development, recognizing that this learning facilitates effectiveness, maximizes employee engagement, and fuels commitment that creates the synergy for continuous adaptability, sustainability, and the source of competitive advantage.

In 2015, the AAMC adopted the Korn Ferry Leadership Architect competency framework. The competencies provide identifiable behaviors that can be used to support career development or performance evaluation of existing staff, or in the selection of new employees. Through a series of employee focus groups, six competencies were identified as core to success for all employees at the association. These core competencies are: ensures accountability, collaborates, instills trust, communicates effectively, customer focus, and decision quality. The core competencies are embedded in the association's annual performance review process and competency-based interview guides are made available for open searches.

Headquarters

In 2014, the AAMC relocated its headquarters to the Mt. Vernon Square neighborhood in Washington, DC. Two floors of the building are leased to other health education associations: American Association of Colleges of Nursing, American Dental Education Association, Association of American Veterinary Medical Colleges, and Physician Assistant Education Association.

Governance

The President and CEO reports to a 17-member [Board of Directors](#), which is the fiduciary body responsible for the association. The Board's Executive Compensation and Performance Evaluation Committee is responsible for managing the annual performance evaluation process of the President and CEO.

Comprising the Board are:

- A chair, chair-elect, and immediate past chair
- The AAMC President and CEO, who serves as a full voting member
- The chairs and chairs-elect of the Council of Deans, the Council of Faculty and Academic Societies, and the Council of Teaching Hospitals and Health Systems, the constituent groups that represent the membership categories
- Two learners – a current medical student and a resident physician
- A public member
- Four at-large representatives who may be affiliated with an AAMC member institution

Directors are elected for a two-year term and are eligible for re-election for a second term. The terms of the chair, chair-elect, and immediate past chair are one year.

Finances

The AAMC will generate approximately \$210 million in revenues in FY2018, with over 75% of those revenues coming from student services, including the [Electronic Residency Application Service®](#) (ERAS®), [American Medical College Application Service®](#) (AMCAS®) and the [Medical College Admission Test®](#) (MCAT®). Operating expenses are budgeted at \$202 million for FY2018 with over half attributable to salaries and benefits for 680 full- and part-time staff. In addition,

the AAMC budgets approximately \$10 million each year for IT capital investment in constituent products and services, and infrastructure. The AAMC's assets total over half a billion dollars, with approximately \$250 million carried in investment reserves that are approximately equivalent to 15 months of operating expenses, and most of the remainder tied to the AAMC's Washington, DC, headquarters.

Executing Against its Mission and Strategic and Operational Impact Goals

The AAMC's work is anchored in its mission to improve the health of all. In addition to ensuring all work will support its mission to serve and lead the academic medicine community to improve the health of all, it focuses on its areas of impact within its membership: medical education, clinical care, research, and diversity and inclusion. A set of organization-wide Impact Strategy and Operational Strategy goals fall into the following categories:

Impact Strategy

- **Policy and Advocacy**: The AAMC is the leading voice of the nation's medical schools and teaching hospitals with the public and before Congress, federal regulatory agencies, and the executive branch.
- **Learning and Leadership**: The AAMC helps individuals within academic medicine grow and learn in their professional roles and develop their leadership capacities.
- **Member Capacity Building**: The AAMC accelerates the capacities of medical schools and teaching hospitals to tackle their biggest challenges.
- **Services for Aspiring and Current Physicians**: The AAMC plays a continuous role in the educational and career development of health professionals over the course of their careers.

Operational Strategy

- **People**: The AAMC places a high priority on attracting, developing, engaging, and retaining the diversity of talent needed to meet current and future organizational needs.
- **Culture**: The AAMC's culture of innovation, collaboration, inclusion 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.

The Association of American Medical Colleges (AAMC) is an Equal Opportunity/Affirmative Action Employer. The AAMC is committed to the policy of an equal employment opportunity in recruitment, hiring, career advancement, and all other personnel practices. The AAMC will not discriminate on the basis of race, color, sex, national origin, religion, age, marital status, personal appearance, sexual orientation, gender identity or expression, family responsibilities, matriculation, political affiliation, genetic information, disability, past or current military service, or any other legally protected characteristic.