Group on
Institutional Planning
GIP

AAMC
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Group on Institutional Planning

GIP

2020
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Orientation Guide

Learn

Serve

Lead

Association of
American Medical Colleges

Contents

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

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Council of Faculty and Academic Societies (CFAS)
Council of Teaching Hospitals and Health Systems (COTH)

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)
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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 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 and networking) 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 manner in which 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 or program; long, intermediate or short-range; 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).

To advance 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 (cont.)

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 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 increased communications.

- Encourage the leadership of medical schools and teaching hospitals to designate representatives and/or encourage their participation.

GIP Strategic Framework (con't)

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. Annual 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.

Revised November 2019

Group on Institutional Planning (GIP)

Benefits of Membership

GIP Designation Process

Membership Categories:

Principal Contact

This individual is the most senior person in the AAMC-member medical school or teaching hospital with planning as his or her 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 Representative

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

If you regularly attend the GIP's professional development programs, you will not only gain new insights into your work but 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 who 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 members are representatives of AAMC member institutions. Therefore, to become a member, an individual must be appointed by his or her medical school dean or teaching hospital CEO. A letter from a dean or teaching hospital CEO is sufficient to establish membership. Letters of appointment should be sent to:

Shawn Rosen-Holtzman, MBA
Director, Constituent Engagement
Association of American Medical Colleges
655 K Street NW
Washington, DC 20001
srosenholtzman@aamc.org
Phone: 202-828-0528

There is no cost to join.

There is no limit to the number of institutional representatives appointed to the GIP. However, only one representative may be designated as the institution's Principal Contact.

GIP Awards

The Distinguished Service Award program was created to recognize the contributions of members (current and/or former) of the Group on Institutional Planning (GIP) who, by virtue of their effort and service, contributed significantly to the advancement of the mission of the GIP. Learn more>>

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 Association of American Medical Colleges Group on Institutional Planning 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 Group on Institutional Planning (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

Strategic Planning and Management Subcommittee

The GIP Strategic Planning and Management Subcommittee is focused on efforts that include communicating best practices, hosting and planning 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
- Hosting and planning webinars on topics related to strategic planning and management
- 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 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
- Developing surveys and white papers, particularly around research space (wet, dry, damp)
- Expanding beyond research space to capture other AMC 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 (in collaboration with the PDC), and give presentations at meetings

Subcommittees (con't)

Data Driven Academic Medical Centers Work Group

The Data Driven Academic Medical Centers 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 GIR, 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 to assist with projects and initiatives identified by the group and to contribute resources (e.g., articles, dashboards, screenshots). View the **Data Driven Academic Medical Centers Work Group: Scope and Approach**.

Meetings

GBA/GIP 2021 Joint Spring Meeting
April 28-30, 2021, 1:00 pm-5:00 pm ET on each day
Please note that this conference is virtual

AAMC Annual Meeting
Learn Serve Lead 2021
November 5-9, 2021
San Antonio, TX

AAMC Annual Meeting
Learn Serve Lead 2022
November 11-15, 2022
Nashville, TN

**For additional information and future meetings, visit https://
www.aamc.org/professional-development/events.**

Past Meetings

2019 GIP/GRAND/GBA Symposium
Strengthening the Resilience of the Academic Medicine Community
September 5-6, 2019
Washington, DC

2019 GBA/GIP/GDI Joint Spring Meeting
April 9-12, 2019
Chicago, IL

2018 GBA/GIP Joint Spring Meeting
April 17-20, 2018
Portland, OR

GIP Member Resources

- **The GIP Monthly Planner** – A monthly newsletter about the latest GIP happenings.

- **GIP listserv** – The Group on Institutional Planning (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. For additional information, visit https://www.aamc.org/professional-development/affinity-groups/gip/communications.

Initiatives:

- **New Buildings** – Listing of buildings planned for or under construction at medical schools and hospitals nationwide. For additional information, visit https://www.aamc.org/professional-development/affinity-groups/gip/new-buildings.

Directory:

- **GIP Membership Directory** – Searchable online database.

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.

Data Resources:

- Capital Investment Data
- Medical School Profile System
- Faculty Roster System
- Organizational Characteristics Database

AAMC News and Publications:

- Academic Medicine
- AAMC News and Insights
- Washington Highlights

About the AAMC

About the AAMC

The AAMC (Association of American Medical Colleges) is a not-for-profit association dedicated to transforming health through medical education, health care, medical research, and community collaborations. Its members are all 155 accredited U.S. and 17 accredited Canadian medical schools; more than 400 teaching hospitals and health systems, 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 and teaching hospitals and their more than 179,000 full-time faculty members, 92,000 medical students, 140,000 resident physicians, and 60,000 graduate students and postdoctoral researchers in the biomedical sciences. Additional information about the AAMC is available at aamc.org.

About the AAMC (con't)

Operational Strategy

To achieve impact within each of these four 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, acilities, and operations accelerates our ability to achieve our mission.

AAMC Leadership

Leadership Team

To view the current AAMC Leadership Team, visit:

https://www.aamc.org/who-we-are/our-leadership.

Board of Directors

To view the current AAMC Board of Directors, visit:

https://www.aamc.org/who-we-are/bod.

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** 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: https://www.aamc.org/data-reports/reporting-tools/report/medical-school-profile-system-msps.

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 site, https://services.aamc.org/famous, 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. To identify these representatives, visit https://www.aamc.org/data/facultyroster/.

The **Organizational Characteristics Database** 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/ocd.

AAMC Selected Data Services on the Web (con't)

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. www.aamc.org/data/facts/.

Data Requests

To request data or data reports, visit the AAMC Data and Analysis website at https://www.aamc.org/data-reports to complete the online data request form.