



Tomorrow's Doctors, Tomorrow's Cures®

Strategic Plans
Portfolio Data
Governance
Emergency
Controllable/
Uncontrollable
Expenses

Communicating with a New Leader

Faculty Compensation
Environmental
Assessment
Revenue
Budget and
Health System Dashboards &
Business Intelligence Tools
Space Portfolios

Learn

Serve

Lead

This resource will help Principal Business Officers who are undergoing a leadership change

The purpose of the resource is threefold:

- 1) to provide a list of the topics, issues, and information that are typically included in a new dean briefing book;
- 2) to include examples of these materials and effective ways to present this information; and
- 3) to help PBOs identify the critical information that should be shared with a new dean in the first 30 days, 60 days and 90 days.

Conversations to have with your new leader:

These topics would not be included as documents in the resource book, but would best be covered through conversations.

- Historical backroom deals
- Institutional culture
- Thought leaders at the school
- Areas of risk and litigation
- Disclosure of all of the financial commitments/liabilities (startup packages, hires, etc.) and reserves the school has on the books

Prioritized information should be shared within the first 30 days, other information should be shared within 60 days. Prioritized information is noted with asterisks.

Use the checklist to develop an objective, straightforward look into your institution.

Advice from those who have been through a leadership change

The complete package vs. piecemeal

Learn how your new leader prefers to receive information. Do they prefer to receive information from various stakeholders in different briefing books or a complete package?

Presentation Style

When compiling information from various colleagues, make sure the materials presented are orderly and consistently. The materials should be professional looking, not simply thrown together in a binder.

Negotiations

This can be a critical time to secure a commitment to address long-standing funds flow issues between the hospital and parent university around indirect cost recoveries, mission support, tuition, state appropriations, etc.

Credibility

There is an important role for the PBO in this—helping everyone pull together this information and presenting it to the new dean in a clear, coherent way will go a long way toward establishing and enhancing the credibility of the PBO.

Portfolio Data*

Including medical school data as a percent of the total university/campus portfolio – the medical school as a percent of the total university

Revenue by Mission

Research Portfolio

Faculty Population -
tenure vs. non-tenure

Staffing

Diversity

Space and Facilities

Foundation/Philanthropy

Comparative Outcomes Data

US News & World Reports

AAMC

Data (GBA metrics, MSPS)

NIH

Medical School Mission Management
Tool (MSMMT)

Other

Top 20 Faculty by Mission -
researchers, clinicians, teachers

Health System Dashboards & Business Intelligence Tools*

Medical Center/Hospitals

Faculty Practice



Governance*

Organizational Charts -
including direct reports

Governance Structure

Key Committees

Leadership Biographies with Pictures

Relationship Between School and
Hospitals

Most Recent Department/
Chair Reviews

Prioritized information, noted with asterisks, should be shared within the first 30 days.

Budget and Revenue*

Wherever possible and appropriate, provide both current year data as well as recent trends

Funds by Source -
including state appropriation figures

Tuition

Research and Indirect Cost Recoveries

Funds Flows

The School and Hospital(s)

School and Parent Institution

Affiliates

GME -
financial structure of residency program

Practice Plan Information

Dean's Tax

Dean's Cash Flow/Discretionary Funds

Budget Process

Endowments/Foundation Income -
Restricted and Unrestricted Funds

Prioritized information, noted with asterisks, should be shared within the first 30 days.



Controllable/ Uncontrollable Expenses

Financial Summary
Spreadsheets

Hospital Financial Statements
and Operating Reports

Department P&Ls



Faculty Compensation

Compensation Structure/Plan

Effort/Productivity/Funding
Availability



Environmental Assessment

Recent Market Trends in the
Area

State Laws that May Impact the
School



Emergency Preparedness

Disaster Recovery

Communication Plan

Business Continuity

Preparedness -
IT, Infrastructure



Strategic Plans

Mission Strategic Plans
(Education, Research, Clinical)

Development Strategic Plan

Infrastructure Strategic Plan
(Admin, IT, Space)



Space Portfolios

Major Clinical Facilities, Labs and
Research Institutes

Space Assignments, including
Faculty Space

Space Committee or Methodology
for Allocating Space



Other

*PBO Responsibility

Compliance Requirements

Coaching/Mentoring List

Any Active School-Wide
Initiatives

Affiliation Agreements -
Including VA

This document was compiled and prepared by the
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For questions or comments, please contact Heather Sacks
at hsacks@aamc.org.



**Association of
American Medical Colleges**

655 K Street, N.W., Suite 100, Washington, D.C. 20001-2399

T 202 828 0400 **F** 202 828 1125

www.aamc.org