



The primary mission of the AAMC's Group on Institutional Planning (GIP) is to advance the discipline of planning in academic medicine by enhancing the skills and knowledge of professional planners; to promote the value of planning; and to connect people, resources, and ideas.

## GIP News and Business

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### **[Pamela Edwards, GIP Chair-Elect, featured in Pulse Magazine](#)**

Pam was recently featured in Rutgers New Jersey Medical School's [Pulse Magazine \(see page 24\)](#) on her GIP involvement.

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### **[GIP Listserv](#)**

The [GIP listserv](#) is a resource available to all GIP members. We encourage you to use this as a forum to share ideas, challenges, and resources with your colleagues. Members recently [responded to a query](#) asking for consultant recommendations to help analyze office and lab space utilization. To submit a question to the listserv, please email [gip@lists.aamc.org](mailto:gip@lists.aamc.org). Read the [listserv guidelines](#).

**Questions?** Contact [Shawn Rosen-Holtzman](#).

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### **[AAMCNews: 2022 AAMC Award winners announced](#)**

Throughout their careers, these esteemed members of the academic medicine community have had an outsized impact on medical education, patient care, and the biomedical sciences.

## AAMC News

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### **[NRMP® Board of Directors announces decision on proposal for a two-phase Match](#)**

The National Resident Matching Program (NRMP) has announced their decision not to proceed with the proposed two-step match process at this time. The AAMC thanks the NRMP and its Board for

their efforts to innovate in the transition to residency ecosystem and we appreciated the opportunity to [present our position in September](#). We also welcomed the transparent approach taken by the NRMP to share the proposal, opportunity to gather constituent feedback, and share their decision. The AAMC looks forward to continuing to collaborate with NRMP on making improvements in the transition to residency.

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### **[Jonathan Jaffery, MD, MS, MMM, FACP, named AAMC chief health care officer](#)**

The AAMC has named Jonathan Jaffery, MD, MS, MMM, FACP, as its next chief health care officer. Jaffery is currently chief population health officer at UW Health, the integrated health system of the University of Wisconsin-Madison (UW), and is president of the UW Health Accountable Care Organization. He also serves on the faculty of the Division of Nephrology in the Department of Medicine at the UW School of Medicine and Public Health. He will join the AAMC on Dec. 31.

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### **[AAMCNews: Introducing the AAMC's new chief public policy officer](#)**

Danielle Turnipseed, JD, MHSA, MPP, has served as a health policy advisor on Capitol Hill, promoted health equity, and worked to expand access to care. Here's how her experiences will inform her leadership at the AAMC.

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### **[AAMCNews: Can infection control be environmentally sustainable?](#)**

COVID-19 resulted in millions of tons of health care-related waste. From buying reusable gowns to educating staff on the difference between hazardous and nonhazardous waste, here's what teaching hospitals are doing to protect people and the environment.

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### **[AAMCNews: Why do people believe medical misinformation?](#)**

Anxiety, confusion, and distrust of institutions drive people to accept harmful medical myths, researchers say. A mother's experience shows the allure of compelling but unproven tales.

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### **[AAMC Center for Health Justice examines paid leave and its impact on maternal mental health](#)**

Amid a maternal mortality and mental health crisis, the United States is still the only high-income country without a national paid leave program for people who give birth. In an analysis of data from the Centers for Disease Control and Prevention, the AAMC Center for Health Justice found that women with lower household incomes and those from minoritized racial and ethnic groups are less likely to take paid leave and more likely to develop postpartum depression than their more privileged counterparts. A national paid leave program would likely narrow unjust and avoidable racial, ethnic, and socioeconomic inequities in maternal morbidity while benefiting all birthing people.

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### **[Defending the use of race-conscious admissions](#)**

The day after the U.S. Supreme Court heard arguments on the use of race-conscious admissions in higher education, Lee Jones, MD, dean for medical education at Georgetown University School of Medicine and chair-elect of the AAMC Board of Directors, argued for the importance of the practice in medical school admissions in an [op-ed in STAT News](#). “The consideration of race as one of many elements in the admissions process is not only appropriate but essential. U.S. medical schools — and health care generally — thrive on the diversity of thought, experience, and perspective made possible by this holistic approach to admissions.”

## Learning Opportunities

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### **[AAMC webinar explores new report on leadership compensation equity](#)**

The AAMC will host a free webinar on Dec. 7 at 12:30 p.m. ET to present findings from a new report, [Exploring Salary Equity Among Medical School Leadership](#), that is part of the AAMC’s ongoing salary equity report series and provides new data about the compensation of senior-most leaders in academic medicine. The report presents the first publicly available analysis of U.S. medical school deans and dean’s office leadership compensation, the gender and racial/ethnic identities of those in leadership roles, and their administrative titles. A [commentary](#) published ahead-of-print in *Academic Medicine* further explores the data and findings. [Register now for the Dec. 7 webinar](#).

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### **[Apply to be a CHARGE Virtual Community Ambassador](#)**

The [AAMC Collaborative for Health Equity: Act, Research, Generate Evidence](#) (CHARGE) is seeking ambassadors to enrich the coworking health equity space for community members by engaging in co-facilitation of discussions, events, and collaborations in the virtual community. Individuals interested in demonstrating their expertise, building relationships, and pioneering a virtual platform are encouraged to apply. [Apply before the Dec. 12 deadline](#).

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### **[Register now for new AAMC leadership development program](#)**

The AAMC is encouraging mid- and senior-level leaders at its member institutions to register for [Leading Organizations to Health](#), the association’s newest leadership development program. The program format combines elements of an advanced leadership seminar, executive coaching, a learning laboratory, and a nine-month consultation on organizational change, and will equip participants with critical leadership skills, tools, and support needed to drive change and transformation across their organization. Registration is now open, and the first in-person session will be held January 25-27, 2023. Participants are eligible to receive up to 48.75 AMA PRA Category

1 Credits™. The early bird registration discount ends Dec. 20. [Register now for Leading Organizations to Health.](#)

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### **Keep the Learn Serve Lead conversations going**

AAMC community members who attended Learn Serve Lead 2022: The AAMC Annual Meeting are invited to offer thoughts and takeaways in a shared crowdsourcing document. The final document will be shared in the [Virtual Communities Resource Bundle](#), and all attendees or those who were unable to attend the meeting are invited to access the notes. You can also join peers in a [virtual book club discussion](#) around recommended book “The Power of Us” and [session speaker, Jay Van Bavel](#), PhD and Dominic Packer, PhD. Don’t have an account yet? [Register today to join the AAMC Virtual Communities Network](#) and interact with peers across academic medicine.

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### **[Understanding American Indian and Alaska Native Identities: Considerations for Medical School and Residency Programs](#)**

There is a need for more intentional efforts to fully engage American Indian and Alaska Native communities. Part of this work involves understanding the history of colonization and its role in framing and defining the identities of American Indians and Alaska Natives in the United States, and how this translates into admissions and selection policies and practices. This is necessary as pre-medical students in the admissions process and medical students during residency interviews have reported incidents where their identity as American Indian or Alaska Native is questioned in ways that do not exemplify values of respect or professionalism. In collaboration with the Association of American Indian Physicians and the Association of Native American Medical Students, this previously recorded webinar outlines data, describes how American Indian and Alaska Native identity is different from other historically excluded groups in medicine, and clarifies the constellation of external factors that influence American Indian and Alaska Native identity. [View the ADEAS event recording \(registration required\)](#)

## Publications & Resources

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### **[Systems factors influencing the representation of Black men in medicine](#)**

A new article in *Academic Medicine*, an AAMC peer-reviewed journal, discusses the work that the [Action Collaborative for Black Men in Medicine](#) has undertaken since it was launched in 2020. The article, “Increasing the Representation of Black Men in Medicine by Addressing Systems Factors,” is co-authored by the AAMC and offers several points of intervention along the medical education continuum, from elementary school through medical school matriculation, for institutional leaders to address as part of their diversity strategy. The authors also present the Action Collaborative’s

process for leveraging collective impact to build an equity-minded action agenda focused on Black men. They describe their initial focus on prehealth advising and leadership accountability and next steps to develop an action agenda.

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### **[AAMC fact card outlines debt, costs, and loan repayment for medical student education](#)**

The “[Medical Student Education: Debt, Costs, and Loan Repayment Fact Card for the Class of 2022](#)” is now available. The fact card includes data on various medical student debt topics, medical school costs, and summarizes loan repayment options for graduates. Among 2022 graduates with debt, the median education debt was \$200,000 (education debt includes premedical and medical). For the medical school class of 2022, the median four-year cost of attendance was \$268,476 at public schools and \$363,836 at private schools.

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### **[New AAMC report assesses diversity, equity, and inclusion in medical schools](#)**

For decades, members of the academic medicine community have sought sustained action and accountability from medical school leaders to accelerate meaningful change that supports diversity, equity, and inclusion (DEI). In 2021, the AAMC Council of Deans (COD) explored concrete actions that leaders can take to advance DEI at their institutions and established the COD Collective Action Initiative on Advancing DEI. This initiative provided an opportunity to help medical schools improve their climate and culture through the collective administration of the AAMC’s Diversity, Inclusion, Culture, and Equity (DICE) Inventory. A new report, [The Power of Collective Action: Assessing and Advancing Diversity, Equity, and Inclusion Efforts at AAMC Medical Schools](#), details the results of the 101 AAMC-member medical schools that completed the DICE Inventory (use the “add to cart” or “quick download” feature when downloading this free report).

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### **[Learn more about CareerConnect](#)**

[CareerConnect is the AAMC’s online job board](#) that connects employers and job seekers in academic medicine. The platform provides an online forum for medical schools and teaching hospitals to connect with the industry’s best and brightest talent by posting open positions and accessing job seekers.

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### **[October Policy and Regulatory Roundup](#)**

[The Policy and Regulatory Roundup](#) features a brief overview of our latest work from the previous month and includes staff contact information if you have questions or comments. Keep up with [policy and regulatory updates](#) from aamc.org.

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### **[The Dobbs Decision and Medical Education: The Unintended Consequences and Strategies to Optimize Reproductive Health and a Competent Workforce for the Future](#)**

*Following the Dobbs decision, almost half of all medical school students will receive their medical education in states with significant abortion restrictions or bans. This [Invited Commentary](#) calls for strategies to monitor the impact of the decision on medical training and ensure teaching on the foundational science of pregnancy, abortion, and reproductive health.*

Alyssa Stephenson-Famy, MD, Tammy Sonn, MD, Laura Baecher-Lind, MD, MPH, Rashmi Bhargava, MD, Katherine T. Chen, MD, MPH, Angela Fleming, DO, Helen Kang Morgan, MD, Christopher M. Morosky, MD, Jonathan A. Schaffir, MD, Shireen Madani Sims, MD, Jill M. Sutton, MD, and Celeste S. Royce, MD, for the Undergraduate Medicine Education Committee of the Association of Professors and Gynecology and Obstetrics

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### **[Academic Health Centers and the Quintuple Aim of Health Care](#)**

*The Quintuple Aim of healthcare includes health equity. The authors explain that academic health centers bear a unique responsibility to advance health equity due to the societal importance of their four missions.*

Timothy W. Farrell, MD, Annette G. Greer, PhD, MSN, RN, Scott Bennie, PT, DSc, MBA, Heather Hageman, MBA, and Andrea Pfeifle, EdD, PT

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### **[Academic Health Centers and Humanitarian Crises: One Health System's Response to Unaccompanied Children at the Border](#)**

*The authors provide an account of the University of California Health's system-wide, rapid response to the humanitarian crisis of unaccompanied children crossing the southern U.S. border in the midst of the COVID-19 pandemic.*

Sherin U. Devaskar, MD, Coleen K. Cunningham, MD, Robin H. Steinhorn, MD, Cynthia Haq, MD, Johnese Spisso, RN, MPA, William Dunne, Juan Raul Gutierrez, MD, MPH, Coleen Kivlahan, MD, MSPH, Michelle Bholat, MD, MPH, Suzanne Barakat, MD, Mary Lou de Leon Siantz, PhD, RN, Stephanie Romero, MPA, Chad T. Lefteris, Samantha Gaffney, MSHA, MBA, Jaime Deville, MD, Carlos Lerner, MD, MPhil, Jasen Liu, MD, Cynthia L. Kuelbs, MD, Sudeep Kukreja, MD, Charles Golden, MD, Zoanne Nelson, MBA, Kristie Elton, MSPT, and Carrie L. Byington, MD

## Recommended Reading & Listening

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### **[AAMC leaders: Unprecedented times call for concerted action to improve the health of all](#)**

AAMC Board Chair Kirk A. Calhoun, MD, and AAMC President and CEO David J. Skorton, MD, called on colleagues to work together to tackle the challenges facing academic medicine today.

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### **Getting back to civil discourse will require Americans to be vulnerable and humble**

Scholars Cornel West, PhD, and Robert George, JD, DPhil -- friends despite stark differences -- spoke with AAMC president and CEO David J. Skorton, MD, to urge medical professionals to focus on the shared humanity of those with whom they disagree.

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### **Racism — not race — drives health disparities**

Journalist and author Linda Villarosa discussed how many health inequities that exist today can be traced to centuries of structural racism.

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### **Racial resentment hurts White people, too, physician tells colleagues**

Many White people in America's heartland have been convinced that health care reform takes their resources to benefit people of color, according to sociologist Jonathan Metzl, MD, PhD.

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### **The South as the soul of America**

Author Imani Perry, JD, PhD, discussed the region's complex legacy of racism and resistance with historian Jon Meacham.

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## Welcome New Members

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(November 2022)

- Frank Aucremanne  
Ohio State University College of Medicine
- Sarah Buchanan  
The University of Texas at Tyler School of Medicine
- Jennifer Dauer  
Ohio State University College of Medicine
- Erika Fleck  
Washington State University Elson S. Floyd College of Medicine
- Henry King  
Morehouse School of Medicine

- Thomas Kupp  
Lewis Katz School of Medicine at Temple University
- M. David Linville  
East Tennessee State University James H. Quillen College of Medicine
- Sara Vonde Veld  
Oregon Health & Science University School of Medicine