THE SEARCH

The Association of American Medical Colleges (AAMC) invites nominations and applications for the position of Chief Scientific Officer (CSO). The AAMC is seeking a forward-thinking CSO to join the Leadership Team and report directly to President and CEO David J. Skorton, MD, a visionary and energetic leader, deeply passionate and enthusiastic about the future of academic medicine and the critical importance of scientific research.

The chief scientific officer is a critical role that provides the leadership and vision for addressing the research and science policy and other select issues facing academic medicine, medical schools, teaching hospitals, and health systems, and engages with the entire AAMC community and other relevant organizations. In this role, the CSO leads the identification, development, prioritization, and execution of research and science policy activities in collaboration with other members of the AAMC Leadership Team. This individual will work with the AAMC chief public policy officer to manage the association’s relationships with biomedical research-related and other relevant federal agencies and offices (e.g. National Institutes of Health, Food and Drug Administration, White House Office of Science and Technology Policy). Additionally, the CSO represents the AAMC nationally on issues related to research and science policy, administration, research workforce development, and research education and training.

The CSO leads and is responsible for the daily operations of the Scientific Affairs cluster, a strong and dedicated team of 22 staff, including 4 direct reports. Importantly, Scientific Affairs plays a major role in two of the AAMC’s strategic action plans:

- **Action Plan 5**: Strengthening the Nation’s Commitment to Medical Research and the Research Community
- **Action Plan 9**: Establishing the AAMC as a National Leader in Health Equity and Health Justice

The Scientific Affairs cluster supports these aims by providing analysis and support for the full spectrum of medical research and research training at the AAMC’s member institutions, including implementation and dissemination research; educational research; health care delivery research; community-based and population research; and basic, translational, and clinical research. The Scientific Affairs cluster currently has three focus areas, each led by a senior director who reports to the CSO. These focus areas are:

1) **Support for the Council of Faculty and Academic Societies (CFAS)**, composed of two faculty representatives from each medical school and 2 representatives for each of the approximately 75-member academic societies
2) Support for the Center for Health Justice, which promotes and develops health equity research and policy

3) Support for institutions and faculty engaged in biomedical research
   - Studies and interventions around the scientific workforce
   - Developing data and recommendations related to science policy and regulatory issues
   - Improving the diversity of the biomedical research faculty through an NIH funded UE5, the MOSAIC program, which includes mentoring, training, and cohort formation. As of Fall 2023, the AAMC MOSAIC program expects to be mentoring 42 scholars, with roughly 15 added each year.

THE ASSOCIATION OF AMERICAN MEDICAL COLLEGES

Leadership & Strategic Plan:

The president and CEO of the AAMC is David J. Skorton, MD. Dr. Skorton began his leadership at the AAMC in July 2019 after a distinguished career in government, higher education, and medicine. Dr. Skorton personally led the AAMC strategic planning team, which included members of the AAMC Board of Directors and the AAMC Leadership Team. The most recent AAMC Strategic Plan was released on October 27, 2020. The process began with a comprehensive scan of the environment ("The Environmental Scan") to identify challenges and opportunities affecting society; patients, families, and communities; health care and academic medicine; associations and nonprofits; and the AAMC itself. Upon completion of the Environmental Scan and analysis, the AAMC Mission and Vision statements were defined:

Mission: The AAMC leads and serves academic medicine to improve the health of people everywhere.

Vision: A healthier future through learning, discovery, healthcare, and community collaborations.

The strategic planning team formulated 10 bold plans for action to prepare for the immediate post-pandemic world and work toward improvements in educational, research, health care and community collaboration systems to better prepare academic medicine and the nations for the future. The strategic plan also established two new entities within the AAMC: The AAMC Research and Action Institute and the AAMC Center for Health Justice.

AAMC Strategic Action Plans:

1. Strengthen the Medical Education Continuum for Transformed Health Care and Learning Environments
2. Extend the AAMC’s Leadership Role in Helping Students Progress Through Their Medical Professional Journey Focusing on Inclusivity
3. Equip Medical Schools and Teaching Hospitals and Health Systems to Become More Inclusive, Equitable Organizations
4. Increase Significantly the Number of Diverse Medical School Applicants and Matriculants
5. Strengthen the Nation’s Commitment to Medical Research and the Research Community
6. Enhance the Skills and Capacity of People in Academic Medicine
7. Improve Access to Health Care for All
8. Advance Knowledge Through the AAMC Research and Action Institute
9. Launch the AAMC as a National Leader in Health Equity and Health Justice
10. Adapt the AAMC to the Changing Needs of Academic Medicine

For more information on the strategic plan, [click here](#). As noted above, Action Plans 5 and 9 are supervised by the CSO.

The AAMC is committed to equity, diversity, and inclusion across all sectors of academic medicine and the communities served by its constituents. The AAMC has developed strategic initiatives to cultivate a diverse and culturally prepared workforce, advance inclusion excellence, imbue equity-mindedness, and enhance engagement with local communities.

Ongoing equity, diversity, and inclusion initiatives in the academic medicine community include but are not limited to:

- Action Collaborative for Black Men in Medicine
- Promising Practices to Improve Hispanic Health
- Sexual and Gender Harassment (including a collaboration with the Societies Consortium to Address Harassment in STEMM)

For more information on our DEI initiatives, [click here](#).

**THE ROLE**

The Chief Scientific Officer serves on the 16-person Leadership Team, the sole executive body of the AAMC, actively engaging in all enterprise-wide decision-making, policy-setting, and strategic thinking across the AAMC. Bringing an enterprise mindset is critical to serving effectively in this capacity.

The CSO serves as the primary AAMC contact for external organizations focused on research including Federation of American Societies for Experimental Biology (FASEB), American Society for Clinical Investigation, American Association for the Advancement of Science (AAAS), Council on Government Relations (COGR), American Federation for Medical Research, and National Association for Biomedical Research (NABR). The CSO addresses policy issues affecting research by engaging officials at NIH, FDA, Office of Human Research Protection (OHRP), Office of Research Integrity (ORI), the Office of Research and Development for the Veterans Administration (ORD of the VA), Agency for Healthcare Research and Quality (AHRQ), and the Centers for Disease Control and Prevention (CDC). The CSO also works with organizations focused on human research protection such as The Association for the Accreditation of Human Research Protection Programs, Inc. (AAHRPP) and Public Responsibility in Medicine and Research (PRIM&R). These policy activities are pursued in close collaboration with the AAMC Chief Public Policy Officer and a robust and highly respected Office of Government Relations.

The CSO is expected to be thoroughly familiar with relevant issues and able to speak as the AAMC’s principal spokesperson to the public, to the media, and to other organizations on issues related to funding, policy, and administration of all sectors of the research enterprise. Important issues include, but are not limited to: research training, the financing and management of research and research infrastructure, human subject regulations, the use of animals in studies, recovery of research costs, the promotion of clinical research and training, technology transfer, scientific integrity, relationships between academic medical centers and industry, and priorities for research funding. In addition to depth in the technical
aspects of these matters, the CSO needs to be able to communicate the complexities of science in ways the public can understand.

Internally, the CSO and the Scientific Affairs team works with the Constituent Engagement Unit to support AAMC affinity groups (structures through which AAMC engages individuals at member institutions) including but not limited to GRAND (Group on Research and Development), GREAT (Group on Research Education and Training), and FOCI (the Forum on Conflict of Interest), COD (Council of Deans), COTH (Council of Teaching Hospitals and Health Systems), ORR (Organization of Resident Representatives), and the OSR (Organization of Student Representatives). They are expected to reach out to and respond to the needs of AAMC constituents and other AAMC clusters. You can learn more about AAMC affinity groups here.

Additionally, the CSO briefs AAMC leadership and the AAMC Board of Directors on relevant policy developments and works collaboratively with other staff, especially those in the Office of Government Relations, on matters of proposed legislation affecting the conduct of research. The CSO, together with other members of the Scientific Affairs cluster, monitors the activities of federal agencies, independent policy organizations, the news media, scientific societies, and other associations related to all aspects of research; gathers the related information from all available sources; and communicates the information to AAMC staff and constituents. The CSO oversees the preparation and dissemination of meeting summaries, testimony, statements, letters, position papers, issue briefs, and scholarly research publications on clinical research policy topics and related data.

The CSO directs and manages studies on research and research training, using the databases of the AAMC and other sources and conducting studies to develop new data as necessary. The CSO is also responsible for managing several externally funded research and research training support programs. Scientific Affairs is the locus for continuing AAMC work on all aspects of academic medicine’s research enterprise. The CSO is expected to bring innovative and novel thinking to strengthen support for members’ activities in health sciences research and to promote and strengthen research integrity and the academic biomedical research enterprise.

The CSO may take on the role of Principal Investigator for the AAMC’s MOSAIC Program award from the NIH. This role involves supervision of the NIH UE5 grant, working with post-doctoral scholars, junior faculty, and mentors to optimize the career development of a cohort of trainees and junior faculty who are from domains under-represented in biomedical research. Most of the work of MOSAIC is managed by a team, but the PI is responsible for the overall program direction and for some direct mentoring.

The CSO is responsible for providing positive leadership and operational oversight to the Scientific Affairs cluster, which includes activities such as: leading and empowering a high-performing team; identifying and developing the team members’ skills and competencies; building a culture of diversity, equity, and inclusion; and preparing and managing the cluster’s budget and team’s adherence to the AAMC’s policies and practices.

**Professional Experience & Qualifications:**

The AAMC team has built a collaborative environment of leaders in academic medicine, medical education, research, health care, and innovation. The CSO is a medical research and science policy executive who has the energy and transformative ability to help the organization continue to build on an existing strong foundation.
The successful candidate is nationally recognized, with credibility in the scientific research community, and possesses strong leadership capabilities and solid research and science policy acumen.

**Critical Leadership Capabilities:**

- **Enterprise Mindset:** Puts the needs of the overall organization first—making decisions based on the greater good. Speaks up and makes tough decisions in service of organizational needs. A leader with an enterprise mindset that pushes beyond the group and divisional needs, breaking down siloed thinking with the aim of producing results that benefit the organization. May still advocate for team and domain needs where appropriate.

- **Values Differences:** Recognizes the value that different perspectives and cultures bring to an organization. Fosters a culture that encourages and supports diversity and inclusion. Learns from others who have different perspectives, backgrounds, and/or styles.

- **Strategic Mindset:** Sees ahead to future possibilities and translates them into breakthrough strategies. For example, explores future scenarios and possibilities to help the organization respond to change and shape the future. Revisits and updates strategies in response to evolving environmental dynamics and organizational needs.

- **Establishes Trust:** Through a pattern of respectful listening and engaged discussion, builds a culture where all team members feel like important contributors and where all voices are comfortable speaking up. The CSO is comfortable with who they are and what they believe so that they do not fall into patterns of defensive positioning when team members make remarks that may be critical.

- **Collaborates:** Builds partnerships and works collaboratively with others to meet shared objectives. Demonstrates collaborative leadership by inviting a wide variety of perspectives to the discussions. Builds a culture of collaboration and teamwork across organizational boundaries.

- **Balances Stakeholders:** Anticipates and balances the needs of multiple stakeholders. For example, optimizes decisions across the varied needs of internal and external stakeholders. Communicates clearly about the need for the organization to adhere to strong ethics and show cultural savvy when working with internal and external stakeholders.

- **Develops Talent:** Places a high priority on developing others. Develops others through coaching, feedback, exposure, and stretch assignments. Aligns employee career development goals with organizational objectives. Encourages people to accept developmental moves. Invites junior members to speak for the organization when they are ready instead of taking all of the external engagements for themself.

- **Ensures Accountability:** Holds self and others accountable to meet commitments. For example, measures and tracks the team’s performance and their own performance, and helps the team learn from success, failure, and feedback. Adheres to and enforces goals, policies, and procedures.

**Additional requirements include:**

- MD, PhD, MD/PhD, or other relevant terminal degree.

- At least 15 years of experience in basic, clinical and/or translational research or in public policy related to research issues.
• Experience as a faculty member or administrator in academic medicine is strongly preferred.
• A history of grant funding, particularly from the NIH, is considered positively.
• An appreciation of the relationship among the basic, translational, and clinical research, education, and patient care missions of medical schools and teaching hospitals.
• Deep familiarity with the issues confronting academic medicine, especially as they pertain to basic, clinical, translational, and health sciences research and training.
• Strong vision, leadership, and collaborative skills.
• Excellent public communication skills (writing, verbal, public speaking) and relationship building acumen with policy makers, scientists, faculty, research administrators, and patients and patient advocacy organizations.
• Demonstrated success in managing, developing, and engaging a diverse staff.
• Ability to travel to represent the AAMC nationally on issues related to research and science policy, administration, research workforce development, and research education and training.
• Relocation to Washington, DC is not required. The AAMC is an “employee choice/remote first” organization with the majority of employees working offsite.

COMPENSATION

The AAMC offers outstanding benefits. Compensation arrangements are competitive and commensurate with both experience and achievement.

FOR MORE INFORMATION OR TO APPLY

The Association of American Medical Colleges has retained Isaacson, Miller to assist in this recruitment. All inquiries, nominations, and applications (including CVs and letters of interest responding to the responsibilities outlined above) should be directed in strict confidence to:

Ariannah Mirick, John Muckle, and Melissa Kumi
https://www.imsearch.com/open-searches/association-american-medical-colleges/chief-scientific-officer

The Association of American Medical Colleges is an equal-opportunity employer and does not discriminate on the basis of race, gender, physical impairment, sexual orientation, or other diversity distinctions. All due and reasonable consideration will be given to qualified candidates.
APPENDIX

Background Information

The AAMC (Association of American Medical Colleges) is a nonprofit association dedicated to improving the health of people everywhere through medical education, health care, medical research, and community collaborations. The AAMC collaborates with its members and their community partners to make progress towards health equity, to address public health crises, to advance science and biomedical research, to advance the diversity of the research workforce, and to ensure that all people can get the care they need from a diverse, inclusive, and culturally responsive physician workforce.

Founded in 1876, the AAMC first established standards and best practices for member medical schools. Comprised initially of members from 22 medical colleges, the AAMC today has members from 157 U.S. medical schools accredited by the Liaison Committee on Medical Education; 13 accredited Canadian medical schools; approximately 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 193,000 full-time faculty members, 96,000 medical students, 153,000 resident physicians, and 60,000 graduate students and postdoctoral researchers in the biomedical sciences. Following a 2022 merger, the Alliance of Academic Health Centers and the Alliance of Academic Health Centers International broadened participation in the AAMC by U.S. and international academic health centers.

The AAMC is a trusted provider of valuable services, data, and resources for aspiring doctors, medical students, residents, biomedical research trainees, and other professionals in academic medicine. For over a century, the AAMC has played a significant role in the continuum of educational and career development for health professionals and researchers – from contemplation of a career in medicine and application to medical school or a graduate program, through preparation for residency or a postdoctoral experience, to professional/leadership as faculty member, until retirement. The AAMC touches the lives of physicians, medical schools, hospital systems, researchers, patients, and their communities across North America and beyond.

The AAMC is a 501(c)(3) non-profit association with an annual operating budget of approximately $250 million.

Medical Research and Science Policy

Medical schools and teaching hospitals pioneer discoveries and innovations that save lives and transform health care. Scientists and physicians at medical schools and teaching hospitals discover fundamental biological principles that can lead to new understanding that can result in new approaches to prevention, diagnosis, and treatment. More than half of all research sponsored by the National Institutes of Health is conducted at AAMC member medical schools, teaching hospitals, and health systems. The advances and innovations that come from this research save lives and improve the quality of life for millions of patients worldwide.

As the leading voice and advocate for America’s medical schools and teaching hospitals, the AAMC champions an environment in which medical discovery can flourish, works to prepare a diverse medical
research workforce, and strengthens the integrity of medical research. The AAMC leads and supports initiatives and projects to advance life-saving medical research that inspires members of the academic medicine community to serve the public, promote health, and improve care for all. For information about some of the AAMC’s medical research initiatives, click here. For information about some of the AAMC’s research priorities, click here.