



February 2025

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



Registration Now Open!

Balancing Tradition and Innovation: Strategic Synergies in a Time of Change



Join Us in Phoenix!

April 23-25, 2025
Hyatt Regency Phoenix
Phoenix, AZ

The GBA and GIP invite finance and administration, human resources, department administration, strategic planning, and space and facilities professionals from medical schools, academic health centers, and teaching hospitals to join us at the [GBA and GIP 2025 Joint Spring Meeting](#). This year, the AAHCI Senior Administrative/Fiscal Officers (SAFO) Meeting will take place alongside the GBA and GIP 2025 Joint Spring Meeting, bringing SAFO executive leaders together with GBA and GIP attendees. This unique collaboration will allow all attendees to attend sessions and events hosted by each group.

The 2025 theme, *Balancing Tradition and Innovation: Strategic Synergies in a Time of Change*, explores how institutions steeped in legacy can evolve strategically. Together, we'll tackle the challenges of modernization while preserving the unique identities of our institutions. Through shared insights and collaboration, we'll identify ways to navigate change without losing sight of the values that anchor us. Questions? Contact gip@aamc.org.

Recording Available: GBA/GIP Virtual Programming: Two Steps Forward, One Step Back - The Complexity of Defining and Measuring Clinical Activity
Recognizing the need to better understand clinical effort definitions, especially as the pediatric specialty workforce has decreased, the Association of Administrators in Academic Pediatrics (AAP) and American Medical School Pediatric Department Chairs (AMSPDC) began a partnership to help pediatric leadership groups across the U.S. and Canada. After initial collaborative discussions in 2019, a demonstration project was launched to gain an understanding of institutions' general definitions as they relate to overall full-time equivalent (FTE) expectations and how institutions interpreted and reported billable clinical FTE (cFTE). This webinar highlighted the process, the knowledge gained, and next steps in the journey to develop more accurate clinical work benchmarks.

[View Recording](#)

Recording Available: Webinar on crisis response lessons applied to health care and climate change

The [Climate Action and Sustainability in Academic Medicine Community](#) hosted a free webinar on January 9th to discuss how to apply lessons from crisis operations to climate action in health care. Asheville, North Carolina, was described as "climate proof" until Hurricane Helene dropped 20 trillion gallons of water on North Carolina, South Carolina, and Georgia in September. The fact is that nowhere is "climate proof" and our hospitals, health systems, and local communities must be

prepared. Speakers examined how crisis operations can help prepare academic health systems for the impacts of climate change.

[View Recording](#)

Recording Now Available: Data-Driven Academic Medical Centers (DDAMC) Work Group

On January 21st, the DDAMC Work Group featured a presentation on *Unlocking Data Potential: Utilizing REDCap API Integration for Effective Data Management and Reporting* by Brody School of Medicine at East Carolina University's Jhojana Infante Linares, MS, Director, Data Analysis and Strategy; Lennen Madere, Data Processing Analyst; Tyler Simerson, IT Business Intelligence and Data Analyst; and Jedediah Smith, MS, Data Analyst. We invite you to [watch the recording](#).

For more information on the DDAMC work group, please visit the [GIP Subcommittees webpage](#) and please contact [Natalie Floyd](#) if you would like to join the work group.

Update on GIP Listserv

As of January 2025, the AAMC decommissioned the Lyris listserv platform after persistent outages rendered it unreliable for sending or delivering messages. The AAMC team that supports GIP is currently exploring alternative options for members to have earnest dialogue and open exchange of ideas, best practices, and solutions to the challenges faced at academic health systems. More information to follow in the coming months. Questions? Contact gip@aamc.org.

Updated Guidelines for AAMC Communication Channels

To ensure the best possible experience for all constituents - including at conferences, meetings, committee sessions, online forums, and other AAMC-hosted gatherings - the AAMC has established the following expectations and rules for AAMC communications channels. [You can access the updated guidelines here](#).

AAMC News

AAMCNews: Puerto Rican medical students face challenges when applying for residency

Students report being misidentified as international medical graduates despite U.S. citizenship and medical school accreditation.

[Read More](#)

Thalamus announces funding to expand physician workforce for health systems and patients

Thalamus, a [strategic collaborator of the AAMC](#), announced a significant investment in its efforts to help physicians find the right training and career pathways, ultimately delivering the best care for patients and society. Funding for this investment is led by the AAMC, with participation from Kapor Capital, Fresco Capital, and LAUNCH's Syndicate. "By supporting a technology leader like Thalamus, we're proud to accelerate innovation in the transition to residency, fellowship, and beyond," said David J. Skorton, MD, AAMC president and CEO. "This AAMC investment in the future of the health care workforce in support of our member medical schools, academic health systems, and teaching hospitals will help medical students, residents, and fellows find the programs and careers where they will thrive. This will result in a stronger, more resilient health care workforce that is better prepared to meet the needs of patients across our nation."â€

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Seeking community feedback on vision framework for AI in medical education

The International Advisory Committee on Artificial Intelligence (IACAI), a joint collaboration between the Association of American Medical Colleges, the Asia Pacific Medical Education Network, AMEE: the International Association for Health Professions Education, and the International Association of Medical Science Educators, was convened to provide insights and recommendations on advancing and leveraging AI in medical education and has representation from across the globe. The IACAI is seeking feedback on its drafted vision framework for AI in Medical Education. This framework is intended to guide the implementation and use of AI, as well as spark global collaboration on a shared future vision.

[Read More](#)

AAMC leads in improvements in the transition to residency

The AAMC's commitment to continuous innovation, data transparency, and collaboration across the academic medicine community is dramatically improving the transition-to-residency process for applicants, medical schools, and program directors.

[Read More](#)

Herbert W. Nickens Awards

The AAMC is soliciting nominations for its annual Herbert W. Nickens Awards. These awards honor individuals who advance the educational, societal, and health care needs of racial and ethnic minorities in the United States. We encourage you to disseminate this call for nominations and consider colleagues and students for these awards. The nomination deadlines are listed below.

The Herbert W. Nickens Presidential Award is given to an individual who has made outstanding contributions in promoting justice in medical education and health

equities for people in the United States. Nominees may come from the fields of medicine, dentistry, education, law, nursing, public health, or social and behavioral sciences. Deadline: Friday, March 10, 2025

The Herbert W. Nickens Faculty Fellowship recognizes an outstanding faculty member who has held the assistant professor position for no more than three years. The candidate must have demonstrated leadership in the United States in addressing inequities in medical education and health care; demonstrated efforts in addressing educational, societal, and health care needs of racial and ethnic minorities; and is committed to a career in academic medicine. Deadline: Friday, April 4, 2025

The Herbert W. Nickens Medical Student Scholarships are awarded to five outstanding students entering their third year of medical school who have shown leadership in efforts to eliminate inequities in medical education and health care and demonstrated leadership efforts in addressing educational, societal, and health care needs of racial and ethnic minorities in the United States. Deadline: Friday, April 4, 2025

For questions, please contact Angela Moses at 202.862.6203, email NickensAwards@aamc.org, or visit aamc.org/initiatives/awards.

Learning Opportunities

Save the Date: June 2025 Remembrance Conference



Please save the date for the 2025 Remembrance Conference on June 6-8 at the Jacobs School of Medicine and Biomedical Sciences at the University of Buffalo. The aim of the conference is to engage teams of medical students and faculty in conversations, curriculum and programming that employ a public health approach to reduce firearm injuries and fatalities. The conference will also bring together medical and trauma experts, government officials, and representatives from the University at Buffalo and Michigan State University. With gun violence being the number one killer of children in the United States, medical professionals witness firsthand the tragedy of these

fatalities. Focusing on advocacy, this conference will discuss gun violence through a public health lens and provide a forum to honor the memory of those lives lost to gun violence.

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Publications & Resources

AAMC develops new guidance for integrating AI into medical education

The AAMC is committed to supporting and leading the advancement of artificial intelligence (AI) with a focus on equitable access and ethical use. In collaboration with colleagues from across academic medicine, the AAMC has developed two new resources to guide the community. The [Principles for the Responsible Use of Artificial Intelligence in and for Medical Education](#) provide foundational guidance and key issues to consider. The [International Advisory Committee for AI \(IACAI\) Vision and Integration Frameworks](#) offer concrete recommendations at the intrapersonal, individual, institution, national, and international levels. The IACAI is seeking feedback on these resources ([share your thoughts](#)).

AAMC publishes annual medical school faculty salary report

The updated *AAMC Faculty Salary Report FY 2024*, used by many in the medical education community as a critical planning resource, is now available. This annual report provides detailed compensation information based on a 2024 survey of nearly 135,000 full-time medical school faculty at 156 accredited U.S. medical schools. The report also provides decision-makers with the most current and accurate salary data to support strategic planning and budgeting while also helping individuals make informed decisions about their careers.

[Read More](#)

New AAMC data snapshot examines substance use disorders

The AAMC has published a new data snapshot using 2023 billing data from the Clinical Practice Solutions Center to analyze patterns of clinically diagnosed substance use disorders. It highlights disparities in diagnosis by health service line, diagnosis type, payer, and patients' demographic profiles. It also raises important questions about access to care, screening practices, and help-seeking behavior.

[Read More](#)

New AAMC data on medical school applicants and enrollment

New AAMC data show that the number of first-year enrollees (matriculants) in U.S. MD-granting medical schools rose 0.8% in the 2024-25 academic year. Matriculants from groups historically underrepresented in medicine declined, most by a percent change in the double digits. The total number of medical school applicants declined 1.2%, to the lowest level since 2017-18. However, 74.3% of all medical school

applicants were first-time applicants, who increased by 2.3%.

[Read More: Press Release](#)

[Read More: AAMCNews](#)

December 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. For more policy and regulatory updates please [visit this page](#).

Recommended Reading & Listening

Centers for Disease Control and Prevention adds a new Principle of Community Engagement: Trustworthiness

The Centers for Disease Control and Prevention has published the third edition of its of Principles Community Engagement, "a practical guide for community engagement written by over 165 renowned practitioners across the country." The new edition includes a tenth principle, trustworthiness, and recommends the AAMC Center for Health Justice's [Principles of Trustworthiness Toolkit](#) to readers to develop this skill.

AAMC, NMA announce innovation grants to address shortage of Black men in medicine

The [Action Collaborative for Black Men in Medicine](#) "an initiative of the AAMC and the National Medical Association (NMA)" has selected the recipients of the Illinois Black Men in Medicine Innovation Grant. Co-sponsored by the Blue Cross and Blue Shield of Illinois Institute for Physician Diversity, the program aims to develop innovative, replicable, system-based solutions to increase the representation and engagement of Black men in medicine in Illinois. The three grantee organizations are Rosalind Franklin University of Medicine and Science, Sneakers to Scrubs, and the I Am Abel Foundation.

[Read More](#)

New paper examines role of academic health system leaders as drivers of climate action

A study published in *NEJM Catalyst Innovations in Care Delivery* explores to what extent academic health system (AHS) executive leaders think about, plan for, and lead institutional efforts to address climate change and reduce institutional greenhouse gas emissions. Coauthored by William Mallon, EdD, AAMC senior director of strategy and innovation development, Natalya Cox, MPH, AAMC research analyst, and Eugene Washington, MD, MPH, Duke University chancellor emeritus, the study lends evidence to why AHSs should address climate change through leadership action, along with recommendations for doing so.

[Read More](#)

AAMC joins amicus brief in challenge to Idaho abortion ban

The AAMC joined the American Hospital Association and America's Essential Hospitals in an [amicus brief](#) in support of St. Luke's Health System's motion for a preliminary injunction against an Idaho law that criminalizes the termination of a pregnancy even when it is medically necessary and required to stabilize a patient under the federal Emergency Medical Treatment and Labor Act (EMTALA). The brief explains that the threat of criminal and professional sanctions interferes with the exercise of expert medical judgment and chills even the provision of care that would ultimately be adjudicated lawful. The brief reviews provisions of EMTALA and the Affordable Care Act, arguing that Congress has recognized that, in some cases, termination would be deemed medically necessary to stabilize a pregnant woman experiencing an emergency medical condition.

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Welcome New Members

(January 2025)

Katherine Browder

University of California, Riverside School of Medicine

Michael Niemeyer

Kaiser Permanente Bernard J. Tyson School of Medicine

Stephanie Roberts

Georgetown University School of Medicine

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