



February 2025

GBA 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 Group on Business Affairs (GBA) and Group on Institutional Planning (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 AAHCl 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 gba@aamc.org.

GBA Emerging Issues Moderated Call: AI and Practical Uses

Monday, February 24, 2025
2:00-3:00 p.m. ET

[Register Now](#)

This moderated call, hosted by the GBA Emerging Issues Committee, will focus on the following areas related to AI and practical uses.

- Leveraging AI and open-source technologies - led by Patrick Frazier
- Marketing and Communications - led by Sarah Rainwater
- "Everyone else is using AI, why aren't we?" - led by John Schiavone

At the beginning of the call, each of the moderators will discuss the topic they are leading—providing an overview of how their school is tackling that issue. After that, breakout rooms will open for each topic, and attendees can enter the breakout room of their choice.

This is a great opportunity for both learning and engaging with your peers. Come join us to discover more about the practical uses of AI that your peers are implementing at their institutions and stay ahead of the curve!

GBA Department Administrator Interest Group Hot Topics Moderated Call: Career Development, AI, and Research Administration

Thursday, February 27, 2025
2:00-3:00 p.m. ET

[Register Now](#)

This moderated call, hosted by the GBA Department Administrator Interest Group, will focus on the following areas:

- Career Development and Mentorship - led by Casey Sandack
- AI - led by Susan Marx
- Research Administration - led by Sue Carlson

At the beginning of the call, each of the moderators will discuss the topic they are leadingâ€”providing an overview of their topic as it relates to department administrators and how their school is tackling the issue. After that, breakout rooms will open for each topic, and attendees can enter the breakout room of their choice.

This is a great opportunity for both learning and engaging with your peers. Come join us to discover more about these topics and how others are handling

GBA Emerging Issues and Human Resources Moderated Call on Hybrid Work

Tuesday, March 4, 2025
1:00-2:00 p.m. ET

[Register Now](#)

This moderated call, co-hosted by the GBA Emerging Issues Committee and the GBA Human Resources Interest Group, will focus on rising opportunities and challenges around hybrid work.

Recording and Presentation Materials 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 and Presentation Materials](#)

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 [GBA Committees webpage](#) and contact [Natalie Floyd](#) if you would like to join the work group.

GBA Data of Interest: Tuition and Student Fees Reports

The Tuition and Student Fees Reports are updated at the beginning of each November and are currently comprised of three Excel-based workbooks that present tuition, fees, and health insurance costs reported by accredited medical education programs from academic year 1995-1996 through 2024-2025.

Within each Excel-based workbook, the tab labeled Summary Statistics contains aggregate information organized by academic year, cost type (e.g., tuition), medical school ownership (i.e., public or private), and medical student residence status (i.e., in-state or out-of-state). The tabs labeled by academic year contain tuition and fee costs by medical school, medical school ownership, and medical student residence status. Most of the information in the workbooks come from the AAMC Tuition and Student Fees Questionnaire, but the LCME Part I-B Student Financial Aid Questionnaire is the source of health insurance information from academic years 2002-2003 through 2005-2006.

The Tuition and Student Fees Reports are publicly available at <https://www.aamc.org/data-reports/reporting-tools/report/tuition-and-student-fees-reports>. Questions or feedback about the Tuition and Student Fees Reports can be sent to tsf@aamc.org.

GBA Data of Interest: 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](#)

Changes to the Operations Management Survey

The Operations Management Survey (OMS) is transitioning to a three-year cycle with the next iteration of the survey to be released in January 2027. This means there will be no 2025 survey. If you have participated in past surveys, your data will remain available in the Medical School Profile System (MSPS). Additionally, if you continue to seek insights on OMS metrics, the AAMC will remain a resource for you.

If you have any questions about this decision, please do not hesitate to email the Medical School Operations team at MedicalSchoolOperations@aamc.org.

GBA Listserv Archives

The AAMC has decommissioned the Lyris listserv platform after persistent outages rendered it unreliable for sending or delivering messages. These ongoing issues left us unable to ensure effective two-way communication and group interaction, creating a gap in our ability to connect and collaborate.

The AAMC team that supports the GBA is currently exploring options for members to have a virtual space for earnest dialogue and open exchange of ideas, best practices, and solutions to the challenges faced at academic health systems. We are committed to finding the best solution for our constituency and making this transition as smooth as possible.

We will be in touch in the coming months with more details. We're looking forward to this next chapter and the opportunities it will bring for deeper connections and collaborations. In the meantime, please refer to the [GBA webpage](#) and [monthly newsletter](#) for group news and updates.

Please reach out to the AAMC staff at gba@aamc.org for any questions or concerns.

AAMC News

AAMC seeks deputy editors for *MedEdPORTAL*

The AAMC has launched a search for two deputy editors for *MedEdPORTAL*, a peer-reviewed, Medline-indexed, open-access journal. Interested candidates who are passionate about advancing medical education and committed to fostering innovation and excellence in scholarly publishing are invited to submit their CV and a brief letter of interest to mededportal@aamc.org. The deadline for applications is Feb. 15.

[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."

[Read More](#)

Washington Highlights

[Washington Highlights](#) is a weekly newsletter that provides updates on the latest legislative and regulatory activities affecting academic medicine. [Subscribe to receive weekly Hill and regulatory updates](#) to your inbox.

Updated guidelines for AAMC communications channels

The AAMC has updated its guidelines and expectations for communicating via AAMC-hosted listservs and other communications channels. The update is based on existing listserv guidance that has been established for AAMC constituents, including members of all affinity groups, councils, and organizations. We have received questions from group members as to what types of communications are appropriate for these channels, and this is an opportunity to provide clarity and guidance. The intent is for AAMC-hosted channels to be used as a place for earnest dialogue and the open exchange of ideas. We regularly review our guidance and policies to ensure that AAMC communication channels remain free from commercial promotions and advertisements. These channels are also not sources for authoritative information on the use of third-party services and products. The updated guidelines are intended to provide additional clarity for you, our constituents.

[Read More](#)

Learning Opportunities

New AAMC leadership development offerings

The new AAMC CORE Leadership Development portfolio features two innovative programs designed to address today's challenges in academic medicine and empower leaders at every career level. These programs bring together faculty, administrative, and professional staff, and are intended to foster collaboration across roles to enhance leadership and drive organizational success.

- [Elevate Your Potential \(Virtual\)](#): Designed for individual contributors, new and aspiring leaders, or those seeking foundational leadership training, this virtual workshop will be held between Feb. 27-March 13, and focuses on cultivating self-awareness and personal effectiveness.
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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.

Webinar Recording Now Available: Physician Recruitment, Retention, and Compensation in an Evolving Landscape

Faculty physician recruitment and retention continues to be one of the top challenges facing academic medical centers. The AAMC and SullivanCotter, a nationally recognized consulting firm with deep expertise in academic medicine, conducted a survey of AAMC-member institutions focused specifically on faculty physician recruitment and retention. During this webinar, panelists presented several findings from this survey, provided industry perspectives and insights, as well as an overview

of the changing workforce dynamics impacting physician recruitment, retention, and compensation strategy.

[View Recording](#)

IT Operations - 2025 GIR Quarterly Calls

The Group on Information Resources (GIR) is hosting quarterly calls to discuss hot topics in the IT academic medicine community around operations. These calls seek to facilitate networking with peers by learning from each other through promising practices.

We invite you to forward these calls to any colleagues who may be interested in participating.

Upcoming Calls

- [April 17, 2025 1:00 pm ET Save the Date](#)
 - [July 17, 2025 1:00 pm ET Save the Date](#)
 - [October 23, 2025 1:00 pm ET Save the Date](#)
-



Save the Date

GIR-ing Up for the Future

The 2025 IT in Academic Medicine Conference is the premier event for the academic medicine technology community to share how they address various challenges and develop successful strategies for meeting organizational goals.



**Registration is expected to open in March 2025*

May 28-30, 2025 | Hilton Minneapolis | Minneapolis, MN

Publications & Resources

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](#)

New study on physicians' engagement in addressing health-related social needs and burnout

A new study published in *JAMA Network Open*, co-authored by the AAMC, found that nearly 35% of physicians regularly dedicated their time to addressing their patients' health-related social needs (HRSNs), such as food and housing. Higher engagement in this area was associated with higher burnout, although there were variations by specialty. The study's findings suggest the need for assessment of the potential unintended consequences of physicians' engagement in addressing HRSNs on their well-being. The journal also published an accompanying [invited commentary](#).

[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](#)

New study from the AAMC and AACOM finds year one residents met or exceeded program director expectations

A multiyear study published in *JAMA Network Open*, authored by the AAMC and the American Association of Colleges of Osteopathic Medicine (AACOM) staff using data from the AAMC Resident Readiness Survey, found that 96.8% of postgraduate year 1 (PGY-1) residents met or exceeded their program directors' expectations within the first six months. Specialty-specific variations suggest opportunities for collaboration between undergraduate medical education (UME) and graduate medical education (GME) to improve the transition for medical school graduates entering various specialties. [The survey](#), developed by the AAMC, aims to improve the transition from undergraduate to graduate medical education by enhancing communication, supporting curriculum evaluation, reducing the administrative burden of school-initiated surveys, and providing national benchmarking for medical education.

[Read More](#)

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](#)).

Seeking Community Feedback: A Vision Framework for Artificial Intelligence (AI) in Medical Education

Recognizing AI's transformative potential, the AAMC, AMEE, IAMSE, APMEN-Net, and AAHCI formed the International Advisory Committee on Artificial Intelligence (IACAI) in 2024 to shape a global vision for AI in medical education. The IACAI has developed detailed vision statements and integration frameworks to guide AI's use in

undergraduate medical education, emphasizing shared values, measurable goals, and balanced benefits and risks. These resources are intended to guide the implementation and use of AI and spark global collaboration on a shared future state for its application.

We encourage you to review and provide feedback on their draft documents:

<https://www.medbiq.org/initiatives/international-advisory-committee-artificial-intelligence>

MedBiquitous data standards now available in JSON

MedBiquitous data standards are now accessible in JavaScript Object Notation (JSON). These standards provide a consistent framework for exchanging health care education and professional data, enabling interoperability across organizations.

[Read More](#)

Recommended Reading

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](#)

Association Between Specialty-Specific Physician Salaries and Percentage of Women in the Workforce

This article analyzes the potential relationship between percentage of females in a medical specialty at a given rank and mean salary for that specialty and rank.

Tala Mujahed, MD, MS, Blessing S. Ofori-Atta, MS, Rachel Codden, MPH, Tom Greene, PhD, Nanette Dudley, MD, Howard Kadish, MD, MBA, and Zachary Drapkin, MD

[Read More](#)

[U.S. Medical School Participation in Nationally Funded Biomedical Research: A New Accounting of NIH Award Dollars](#)

Geboy, Alexander G.; Dandar, Valerie M.; Dutterer, Jordan; Brandenburg, Katherine; Alexander, Hershel

Academic Medicine. 100(1):19-25, January 2025.

[Improving Academic Promotion Success via Implementation of Targeted Preparation Strategies and Coaching Processes](#)

Hill, Jacqueline; Haddad, Enam; Braet, Sarah; Rush, Eric; Bratcher, Denise

[Perceptions of Key Responsibilities and Professional Development
Interests of Senior Educational Leaders: A Needs Assessment](#)

Bidwell, Duane R.; Samuel, Anita; Cervero, Ronald M.; Durning, Steven J.; Stephan, Sherri L.; Patel, Erin L.; Bowman, Marjorie A.; Meyer, Holly S.

Academic Medicine. 100(1):50-56, January 2025.

Welcome New Members

January 2025

Ariel D'Ávila-Silva

Universidad Central del Caribe School of Medicine

Brian Davis

University of Texas at Austin Dell Medical School

Wenice Fok

University of Texas at Austin Dell Medical School

Amy Hunter

University of Texas at Austin Dell Medical School

Jennifer Murphy

University of Texas at Austin Dell Medical School

Amri Rouson

Georgetown University School of Medicine

Bridgette Stevens

SUNY Downstate Health Sciences University College of Medicine

Ellis Trinh

University of Texas at Austin Dell Medical School

Luke Weichbrod

Georgetown University School of Medicine

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Association of American Medical Colleges

655 K Street NW, Ste 100, Washington, DC, 20001 US

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