

Group on Business Affairs

GBA News: My Two Cents



September 2025

GBA News and Business

It's Not Too Late! Register and Join us in Milwaukee for the 2025 Principal Business Officers' Meeting!

September 17-19, 2025, Milwaukee, WI



We're less than a month away from the [2025 Principal Business Officers' Meeting](#), and now is the time to finalize your plans. Join your peers in Milwaukee for an interactive, solutions-focused program designed to address the leadership and operational challenges shaping academic medicine today. The full agenda is designed to foster meaningful dialogue, peer connection, and practical takeaways that support your day-to-day and long-term priorities.

[Register Now](#)

Save the Date for the 2026 GBA-GIP-GFA Joint Spring Meeting

Hyatt Regency St. Louis at the Arch
St. Louis, Missouri
April 22-24, 2026

Save the Date



Join us on April 22-24, 2026 in St. Louis! The call for proposals will open later this month.

AAMC statement on executive order on federal grantmaking

The AAMC issued a statement to express deep concern by the [executive order](#) issued on Aug. 7, 2025, which seeks to make detrimental changes in how federal grants are reviewed, awarded, and terminated. “This misguided order will slow progress for cures and treatments that patients and families across the country urgently need by delaying critical research with problematic political and bureaucratic hurdles. The United States leads the world in medical research and innovation, due in large part to a science-driven federal research enterprise that funds the most promising research identified through rigorous peer review. This system has produced lifesaving cures to health issues, advanced therapies and treatments, and led to critical health discoveries that benefit all Americans.” [Read More](#)

**AAMC - Academic Medicine Investment in Biomedical Research (AIR)
Survey**

On September 15, 2025, the AAMC will launch the 2025 Academic Medicine Investment in Biomedical Research (AIR) Survey, an updated effort building on the original 2013 survey of research-intensive medical schools. Revised in collaboration with principal business officers and finance leaders, the survey aims to capture comprehensive data on the financial investments all U.S. medical schools make to support biomedical research. Results will provide benchmark data on institutional research costs, unrecovered F&A, and strategic investment, helping schools evaluate financial performance and inform planning and advocacy. The survey will be sent directly to PBOs, with a due date of October 31. A virtual Open House will be held on September 22 to address questions. [Register for the AIR Survey Open House](#)

GBA/GIP Webinar on Leveraging AI to Enhance Effectiveness in Administration, Analytics, and Leadership

Part of the Artificial Intelligence (AI) in Academic Medicine Webinar Series
This session being held on **September 25th, 2:00 - 3:00 p.m. ET**, will highlight key AI use cases aimed at streamlining administrative and operational tasks. First, the speakers will describe the development of DOMINIQ (Department of Medicine's Interactive Navigator for Inquiries & Queries), a secure chatbot that simplifies access to policies in finance, HR, academic affairs, IT, and more. Next, presenters will examine how workflows in research administration, clinical revenue, and faculty productivity can be improved by applying AI to Python scripting, complex Excel formulas, and MS Power Automate. Lastly, the speakers will delve into an innovative use case where leaders engage in reflective dialogue with GPT models to enhance their interpersonal communication skills. Overall, this session will provide practical insights into how AI can drive productivity and improvements across various operational areas. *This topic was previously presented at the recent Group on Business Affairs (GBA) and Group on Institutional Planning (GIP) Joint Spring Meeting.*
[Register Now](#)

Register Now! The Changing Landscape Series - The Only Constant is Change

The GBA Department Administrator Advisory Committee is hosting a moderated call series exploring how Department Administrators are navigating today's evolving operational challenges. Registration is open for the remaining dates in the series:

[November 12th, 4:00 - 5:00 pm. ET.](#)

[January 7th, 4:00 - 5:00 pm. ET.](#)

[March 4th, 4:00 - 5:00 pm. ET.](#)

What to Expect: Learn Serve Lead 2025: The AAMC Annual Meeting

Sessions on the Learn Serve Lead 2025 agenda address the most pressing issues facing academic medicine today—from the rise of AI and shifts in the clinical workforce, to strategies for advocacy, equity, and educational transformation. Paired with tailored learning tracks and a vibrant setting in San Antonio, this year's meeting is designed to equip you with insight, energy, and direction. [View sessions of interest](#) to GIR members. [View highlights and register](#)

GBA Professional Development Subcommittee Update - Advancing Professional Development with AI

In today's rapidly changing healthcare and professional landscapes, the [GBA Professional Development Subcommittee](#) is committed to exploring new ways to support our members' growth. We're excited to integrate artificial intelligence (AI) into our initiatives, creating engaging, timely programs—like webinars and presentations—that highlight AI's potential in career advancement. We're also looking at how other institutions within the AAMC community are using AI, from governance to preferred platforms, to inform our approach. By leveraging AI, we aim to help professionals plan, navigate, and achieve their development goals, driving success in an ever-evolving environment.

If you have topics impacting your institution that you'd like the GBA Professional Development Subcommittee to consider for future learning offerings, please email gba@aamc.org.

Data of Interest to GBA Members: Retention Reports

There are national and institution-level faculty retention reports in the Faculty Roster application under Reports>Promotion & Retention Reports. These retention reports allow you to determine how many full-time faculty from a cohort are retained after a particular number of years.

From the drop-down, select Faculty Retention Report. Use the radio buttons to generate the report for full-time faculty at your own medical school, at all medical schools, or at a custom list of medical schools. Define the initial cohort by department classification, date range, and rank, and select the number of years for which the cohort will be tracked. Please note that retention outcomes

can only be generated for appointments that have been around long enough to have been retained. For example, if you are interested in five-year outcomes, the initial cohort would need to include those individuals who were faculty at least five years ago. The outcomes can be broken out by up to two of the following characteristics: race/ethnicity, gender, degree, and tenure status. For questions about the Faculty Roster application, please reach out to the designated AAMC partner for your medical school indicated on the [AAMC Faculty Roster Contacts](#) sheet.

AAMC News

Recommendations for assessment and supervision of IMGs released

The Advisory Commission on Additional Licensing Models, co-chaired by the Federation of State Medical Boards, the Accreditation Council for Graduate Medical Education, and Intealth has released its latest guidance for state medical boards and potential employers on assessment and supervision requirements for internationally trained physicians during periods of provisional licensure. Accompanying the recommendations is a toolkit that provides information and guidance to help implement these recommendations and ensure that these physicians are prepared and supported to deliver high-quality care.

[Read More](#)

AAMC statement on Supreme Court decision allowing NIH grant terminations to proceed

The AAMC issued a statement regarding a 5-4 decision from the U.S. Supreme Court that permits the termination of hundreds of NIH grants by allowing in part an application by the government to stay a district court's ruling. The AAMC and other associations filed an amicus brief opposing this stay. The statement reads: "Make no mistake: This was a decision critical to the future of the nation, and the Supreme Court made the wrong choice. History will look upon these mass National Institutes of Health (NIH) research grant terminations with shame. The Court has turned a blind eye to this grievous attack on science and medicine, and we call upon Congress to take action to restore the rule of law at NIH."

[View the Press Release](#)

AAMC joins letter to NIH on grant funding terminations

The AAMC and four other higher education and research policy organizations sent a letter to the director of the National Institutes of Health (NIH) on July 29, requesting the reinstatement of all grants that NIH has terminated under agency directives found by a federal court to be unlawful. “Taking this action would demonstrate your commitment to the importance of maintaining federally funded research programs and research careers and would allow the agency to take a more thoughtful approach to determining the individual scientific merits and progress of these hundreds of research projects.”

[Read More](#)

AAMC statement on Senate Labor-HHS appropriations bill

AAMC President and CEO David J. Skorton, MD, and AAMC Chief Public Policy Officer Danielle Turnipseed, JD, MHSA, MPP, issued a statement regarding the Labor, Health and Human Services (HHS), Education, and Related Agencies (Labor-H) appropriations bill passed by the Senate Appropriations Committee. “The AAMC commends the bipartisan work of Senate appropriators led by Appropriations Committee Chair Susan Collins (R-Maine) and Vice-chair Patty Murray (D-Wash.), and Labor-H Subcommittee Chair Shelley Moore Capito (R-W. Va.) and Vice-chair Tammy Baldwin (D-Wisc.), to bolster funding for the National Institutes of Health (NIH) in its FY 2026 Labor-HHS-Education appropriations bill. The committee’s decision to reject massive, harmful cuts to NIH is a testament to the critical role biomedical research plays in keeping America healthy.”

[Read More](#)

AAMC responds to *Wall Street Journal* op-ed: Medical school admissions, training remain rigorous

A letter to the editor by AAMC President and CEO David J. Skorton, MD, in response to a recent op-ed asserting that U.S. medical schools are using admitting and graduating unqualified students, has been published in The Wall Street Journal. “The data say otherwise: From admission to graduation, and through residency training and medical licensing, data show that physician standards are comprehensive, demanding, and as strong as ever,” Skorton wrote.

[Read More](#) (*subscription required*)

AAMC urges member outreach to increase congressional co-sponsors for GME legislation

The AAMC is encouraging academic health systems and teaching hospital members to reach out to their members of Congress and urge them to co-sponsor the Resident Physician Shortage Reduction Act of 2025. This bipartisan legislation would gradually add 14,000 new Medicare-supported residency positions over the next seven years. Investing in graduate medical education (GME) is one of the most effective ways to strengthen the nation's physician workforce and increase patient access to care.

[Read More](#) (*subscription required*)

Malika Fair, MD, MPH, named AAMC chief community, opportunity, and engagement officer

Effective Sept. 1, Malika Fair, MD, MPH, will become the AAMC's chief community, opportunity, and engagement officer. An emergency medicine physician by training with expertise in public health, Fair has led efforts to develop programs that support community-building, promote relationship-centered engagement, and improve population health since she joined the AAMC in 2012. This redefined role on our Leadership Team comes during a time of important transition for the AAMC and demonstrates a reaffirmed commitment to advancing a culture of excellence in academic medicine where a broad range of perspectives and experiences are valued and respected in service of the association's mission to improve the health of people everywhere.

Learning Opportunities

Register Today! Leading IT in Academic Medicine



Information technology in academic medicine is advancing rapidly, and the field needs thoughtful, forward-looking leadership to shape the future of analytics, informatics, and educational technology in the right direction.

The AAMC 2025 Leading Information Technology in Academic Medicine (LIT) Meeting is designed for professionals eager to advance their careers. Whether you're leading a small team or stepping into broader responsibilities, LIT offers

a dedicated space to discover what it means to lead with intention, navigate complexity, and transform technical expertise into meaningful, lasting impact.

[Register Now](#)

Register for the Sept. 16 Webinar, “Innovating Med Ed with AI: Insights from the Macy Report”

Join your colleagues on Sept. 16, 12:00 - 1:00 PM ET, for "Innovating Med Ed with AI: Insights from the Macy Report." This webinar will review the Josiah Macy Jr. Foundation-commissioned report on the AI landscape in medical education, published in the Sept. 2025 special issue of Academic Medicine. Drawing on a literature review and interviews with innovators, the report highlights promising applications of AI, priorities for implementation, and key challenges such as bias and privacy. This webinar is the second in a series highlighting the contents of the journal supplement, which grew out of the 2024 Macy Foundation Conference on AI in Medical Education. The previous webinar featured recommendations from the conference.

[Register Now](#)

Applications are Now Open for the Midcareer Faculty Leadership Development Seminar

The AAMC invites eligible faculty to apply for the Midcareer Faculty Leadership Development Seminar, taking place December 1-3, 2025, at the Hyatt Regency Coconut Resort and Spa in Ft. Myers, Florida. This intensive three-day experience is designed for faculty with at least two years at the Associate Professor level and focuses on advancing leadership skills essential for career growth in academic medicine and science. Participants will engage in plenaries, interactive breakout sessions, and networking, covering topics such as persuasive communication, negotiation, strategic career planning, and more. **Applications are due by September 17.**

[Submit your Application](#)

The seminar has been updated from Mid-Career Women Faculty Leadership Development Seminar to Midcareer Faculty Leadership Development Seminar to ensure greater accessibility and inclusivity for all midcareer faculty who may benefit from the program.

AAMC webinar examines disability inclusion in medical education

On Sept. 25 at 12 p.m. ET, the AAMC will host a webinar to explore a new *Academic Medicine* Supplement on Disability. Featuring research, case studies, and perspectives across five core themes, the collection explores disability in training environments—and offers a roadmap for how disability can be more thoughtfully considered across the continuum of medical education. Lisa Meeks, PhD, guest editor, and several contributing authors will share highlights from their articles and reflect on the experiences, questions, and goals that shaped their work. Clinicians, educators, learners, and researchers are encouraged to join the conversation.

[Register Now](#)

Register for the virtual 2025 AAMC Awards Recognition Event

Join the AAMC on Oct. 22 from 4-5:15 p.m. ET for a virtual celebration to recognize the recipients of the 2025 AAMC Awards. This annual event honors our academic medicine colleagues who are making significant advances in medical education, cutting-edge patient care, research, and outstanding community engagement. There is no fee for this event, but registration is required.

[Register Now](#)

AAMC Virtual Open House - Free Event

The AAMC is supporting the 2025 Rally for Medical Research on Sept. 18 and encourages the academic medicine community to participate. Advocates from across the medical research community will gather on Capitol Hill to urge Congress to prioritize NIH funding. The registration deadline is Sept. 8.

[Register Now](#)

AAMC Webinar on Student Loans and Repayment Changes

The FIRST Webinar recording of *Navigating Student Loans and Repayment Changes Post Budget Reconciliation* is now available and can be found in the [recorded webinars section of our website](#). This webinar focuses on changes to federal student aid including an overview of how policy shifts and their timing will impact current and future medical students and residents. Please share this recording with students and residents who may be interested in this topic. Also, be sure to register for [upcoming FIRST Webinars](#) to be hosted throughout the year.

Save the Date for the 2026 Emerging Technologies for Teaching and Learning Digital Demonstrations Virtual Conference sponsored by MedBiquitous and the AAMC Affinity Groups on Information Resources (GIR), Educational Affairs (GEA), and Student Affairs (GSA)



Join us on February 4-5, 2026 for a virtual conference designed to highlight innovative projects, tools, and educational technology solutions in AI through interactive demonstrations to conference attendees.

Save the Date for the 2026 Information Technology in Academic Medicine Conference, Sponsored by the Group on Information Resources (GIR)



Join us on June 3-5, 2026, in Austin, Texas! The call for proposals will open this fall.

Publications & Resources

Updated Value of Medical Research Funding Toolkit

In preparation for Medical Research Month in September, the AAMC has updated its Value of Medical Research Funding Toolkit with new resources. This toolkit is designed to support AAMC-member institutions' efforts in communicating the importance of sustained federal investment in medical research. It includes a calendar with daily themes and events of interest, key messages, customizable content, graphics, and sample social media posts to help highlight how research funding advances medical innovation, supports the health of communities, and strengthens the economy.

[Access the Toolkit](#)

AI in Academic Medicine - Insights from the 2024 Medical School IT and SnippIT Surveys

To better understand how medical schools are approaching generative AI (genAI), the Group on Information Resources (GIR) collected data through two distinct surveys focused on genAI use across education, clinical, and research missions, and administration. The Medical School IT Survey (MSIT) explores services and resources that are utilized by medical schools and are under their direct control or provided by a direct affiliate. In even years, the MSIT collects information about IT services at medical schools, such as leadership organization, reporting structure, strategic plans, budget, staffing, provision of services, and new in 2024, a section on artificial intelligence. In odd years, the survey collects information on IT applications used at medical schools, as well as future IT projects. For questions about the MSIT, please contact girsurvey@aamc.org.

In May 2025, the GIR Steering Committee, at the request of GIR members and the Council of Deans (COD) liaison, also fielded a SnippIT survey seeking information on how schools use genAI across education, clinical, and research missions, and administration.

This overview summarizes responses from both surveys, offering medical school technology leaders and deans insight into institutionally supported genAI use.

[Access the Report](#)

AAMC analysis: clinical trials, research training stalled as billions in NIH funds sit idle

A [new AAMC analysis](#) shows that the National Institutes of Health (NIH) committed nearly \$5 billion less in research grants to U.S. institutions in the

past year than in the year before, the result of disruptions and slowdowns in the processes for awarding federal grants. Since January, the gap in total NIH funding has steadily widened, resulting in far less funding in 2025 to date than for the same period in 2024. “There is simply no excuse for not conducting potentially life-saving research that has been rigorously vetted with funds that Congress has already allocated for that purpose,” the authors argue. “Every dollar that the NIH fails to make available is fundamental research not conducted, next-generation scientists not trained, and scientific progress stalled.”

[Read More](#)

New AAMC study links burnout to pandemic disruptions of physicians’ work and practice

A new analysis from the AAMC’s National Sample Survey of Physicians, published in *Health Services Research*, finds that U.S. physicians experienced a measurable increase in burnout during the COVID-19 pandemic — especially those whose work status or practice was disrupted. Tracking the same group of physicians from 2019 to 2022 showed a noticeable increase in how often they felt burned out, even when other possible causes were considered. Staffing shortages, longer work hours, and transitions into primary care specialties emerged as major contributors. Conversely, physicians who devoted more time to research reported lower burnout levels. The study asserts that to mitigate the pandemic’s negative effects, health care leaders and policymakers should develop targeted interventions and support systems to stabilizing staffing, support primary care physicians, maintain sustainable work hours, and provide opportunities for protected research time.

[Read More](#) *(subscription required)*

Academic medicine fundraising achieves higher ROI, strong donor momentum in gift year 2024

Amid ongoing economic recovery and renewed donor confidence in gift year 2023-24, average philanthropic support for participating academic medicine institutions surged compared to gift year 2022-23, according to the latest [AAMC Development Survey results](#). The average total private support for participating institutions rose by 11.6% to \$105.1 million in gift year 2023-24, increasing for both public and private institutions. Other key indicators that may point to a robust fundraising environment include the following: the number of new gifts of \$1 million or more at participating institutions increased, median

institutional campaign goals rose, and development programs had a higher average return on investment (ROI) of \$13.48 in gift year 2023-24 compared to \$11.56 in gift year 2022-23. The data also indicate that non-alumni individuals remain the largest source of individual giving among participating institutions, highlighting the continued potential value of grateful patient programs and broader community-based philanthropy.

[Read More](#)

Graduation Questionnaire (GQ) Reports Released on July 31

The 2025 AAMC Medical School Graduation Questionnaire (GQ) national, school, and campus reports are now available to authorized AAMC Student Surveys Contacts. The reports are accessible via the AAMC Medical School Profile System (MSPS) under the [“Annual Reports” tab for “Report Year” 2025](#)

Also available in MSPS are these other school reports containing 2025 GQ data:

1. 2025 GQ Supplementary Benchmarking School Report: This Excel report provides school-to-school comparison data for most items in the GQ.
2. 2025 GQ Student Comments: This Excel report includes all narrative comments from respondents describing their medical school's “strengths” and “areas for improvement.” The report also includes responses to a GQ question that allowed students who had experienced or witnessed any negative behaviors to share information about these experiences with school staff.
3. 2025 GQ Source of Negative Behaviors Report: This Excel report shows the number of GQ respondents at the medical school who reported each type of person (e.g., faculty, resident, nurse) engaging in any of the negative behaviors described in the GQ. Any school that received a standard 2025 campus report will also find additional campus reports displaying data for each campus that had at least five respondents to the relevant survey items.

For questions or concerns about the GQ reports or access to MSPS, please contact AAMC Student Surveys staff at gq@aamc.org.

New AAMC data shows most physicians repay medical school debt within a decade

For the first time, national data shows how long physicians take to repay their

medical school debt. According to the AAMC's National Sample Survey of Physicians 2022, 85% of physicians who borrowed for medical school repaid their debt within 10 years or less after completing residency. Repayment timelines were also consistent across specialties. The findings challenge common assumptions about debt burdens, particularly for lower-paid specialties, and offer new insights to support workforce planning, policy development, and student advising. The impact of recent legislation on years needed to fully repay medical education debt will take time to discern.

[Read More](#)

New data snapshot on how medical schools are rethinking nutrition education

According to a recent survey, 100% of responding U.S. and Canadian medical schools include nutrition in their required curricula—up from 89% five years ago. A new AAMC data snapshot illustrates an increased emphasis on teaching medical students about the role of diet in preventing and treating chronic disease, with full integration across all four years on the horizon.

[Read More](#)

Recommended Reading

AAMCNews: Hospitals make painful choices as federal cutbacks add to economic headwinds

In the face of funding reductions and business challenges, academic health systems reduce staff, press lawmakers for relief, and work to keep patients insured.

Academic Medicine. 100(8):968-974, August 2025.

[Read More](#)

Welcome New Members

August 2025

Neil Holsing, MBA

University of Cincinnati College of Medicine

Nataly Valdez

University of Miami Leonard M. Miller School of Medicine

Michael Zhuravel, MS

Nova Southeastern University Dr. Kiran C. Patel College of Allopathic Medicine

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Association of American Medical Colleges

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