Tuesday, April 30

6:00 pm - 7:30 pm  **Human Resources Networking Reception**  Greenwood
Join with other Human Resources professionals or attendees with an interest in HR. This reception is open to all Spring Meeting attendees.

Wednesday, May 1

6:30 am - 5:00 pm  **Registration**  Metropolitan Pre-Function

7:30 am - 8:30 am  **General Breakfast**  Metropolitan B

7:30 am - 8:30 am  **Meeting Navigator Breakfast**  Issaquah
You may sign-up for the meeting navigator program during the registration process. This breakfast is open to all new attendees and their meeting navigators. Please inquire at the front desk if you have questions about whether you signed up to have a meeting navigator.

8:45 am - 10:00 am  **Opening Plenary Session: Healthy, Green, and Sexy: Architecture for the Medical Centers of Tomorrow**  Metropolitan A
Speakers:

Howard Frumkin, MD
Dean, School of Public Health
University of Washington School of Medicine

Denis Hayes
President and CEO
Bullitt Foundation

This session will present the principles of green, healthy architecture. Participants will learn about a leading example in Seattle, the newly opened Bullitt Center. These principles will then be applied to academic health centers and health care facilities, emphasizing how these facilities can achieve the “triple bottom line”—environmental performance, social and health benefits, and economic sustainability.

10:00 am - 10:15 am  **Refreshment Break**  Metropolitan Pre-Function
10:15 am - 11:45 am  
Breakout Session A: Space Management Information Systems  
**Ballard**

Speakers:

**Robert W. Marriott**  
Associate Dean for Administration & Planning  
Medical University of South Carolina College of Medicine

**Mary I. Ockenden**  
Associate Vice President, Space Planning  
University of Rochester School of Medicine and Dentistry

This session will explore two examples of space management systems. Few of us have had an opportunity to export a space management system to a different campus with a different culture and different needs. Learn how the system developed for the UNC at Chapel Hill in 2001 has been migrated to the Medical University of South Carolina. The University of Rochester implemented a web-based space information system approximately 6 years ago. This system incorporates space information, financial reporting (grants), asset tracking and a graphical view in one location.

10:15 am - 11:45 am  
Breakout Session B: Interprofessional Education in a Dynamic Environment  
**Jefferson**

Speakers:

**Kimberly Robidoux**  
Senior Lab Planner  
HOK

**Paul Martin Wallach, M.D.**  
Vice Dean for Academic Affairs  
Medical College of Georgia at Georgia Regents University

**Florence Terri Workman, J.D., M.B.A.**  
Principal Business Officer  
Virginia Tech Carilion School of Medicine
This session will highlight the efforts of two schools as they maximize opportunities for interprofessional education. Learn how the Medical College of Georgia at Georgia Health Sciences University addressed the needs of a significant expansion in class size in an attempt to meet the health care needs of Georgia. The University is addressing this need for expansion through the development of an innovative new Medical Education Commons building on the main campus, the addition of the GHSU/UGA Medical Partnership campus, and integration of new clinical campuses and sites throughout the state. The Virginia Tech Carilion School of Medicine (VTCSOM) has partnered with three other independent academic institutions to provide interprofessional education for future healthcare delivery teams has challenged curriculum planning, delivery, and assessment; finances; logistics; and, faculty development.

10:15 am - 11:45 am

**Breakout Session C: The Role of the Academic Administrator in the Changing Times**

*Issaquah*

Speakers:

**Clay Tellers**
Principal
ECG Management Consultants, Inc.

**Elizabeth A. Wildman, MBA**
Vice Chair - Finance & Administration Division of Surgical Sciences
Wake Forest School of Medicine of Wake Forest Baptist Medical Center

**Cathy Wood**
Vice Chair Finance/Admin Dept Medicine
Medical University of South Carolina College of Medicine

The future for academic health care will bring changing legislative requirements, increasingly complex business structures, and new modalities of care. The administrator will balance these, while finding funds to support furthering education and research in an era of declining reimbursement. Change is likely our only constant in the foreseeable future. This interactive session will look at the attributes of an administrator and of administrative structures in the recent years leading into the era of health reform.
We will assess trends likely to continue in the coming years, and explore some solutions as to how administrators and administration are responding to this growing need for specialized skills maximized for limited resources and essential efficiency.

10:15 am - 11:45 am

**Breakout Session D: The Business Intelligence (BI) Revolution at UTMB Health**

*Ravenna C*

**Speaker:**

**James P. Clark, MBA**

Executive Director, Business and Academic Systems

University of Texas Medical Branch School of Medicine

In this session you will learn how UTMB Health delivers clinical, research, education, and administrative information to internal customers. This session will highlight how we created our institutional reporting strategy to prepare for our PeopleSoft upgrades and our big-bang Epic implementation. This session will also answer some targeted questions around BI: How do we make the right strategic decisions when faced with upcoming systems that also have embedded reporting solutions and continue to serve our customers? How has the concept of an enterprise data warehouse evolved to federated data marts and how is that a benefit? Is it possible to shorten project development times to get analytic solutions available faster? Is it possible to eliminate departmental reporting shadow systems?

10:15 am - 11:45 am

**Breakout Session E: Political Leadership and Strategic Planning**

*Ravenna AB*

**Speaker:**

**Stephen M. Cohen**

Executive Vice Provost

Weill Cornell Medical College

In order for a medical school to move any initiative forward, it often has to reconcile a myriad of conflicting forces. Program requirements (often very technical) must be economically feasible, the initiative has to be in concert with the “strategic plan,” and there has to be a political consensus to take the next step. In this environment, business officers have a distinct opportunity and responsibility for reconciling these conflicting forces. The overriding goals of this session include:
Recognizing the legitimacy of political analysis and leadership; Understanding the potential role of the business officer; and Developing self-learning skills for continuous improvement.

11:45 am - 1:00 pm  Lunch on your own

11:45 am - 1:00 pm  **Newcomers Lunch** *(Additional Fee Required)*  Greenwood

Please inquire at the registration area if you would like to attend and did not sign up during the registration process. First time GBA/GIP Spring Meeting attendees will hear more about the AAMC and the resources available to them as members of the GBA and GIP. They will also have the opportunity to network with other newcomers.

1:15 pm - 2:30 pm  **Breakout Session F: Consolidating Basic Science Departmental Business Offices into one Administrative Unit**  Issaquah

Speakers:

**David H. Browdy**  
Chief Operating Officer  
Northwestern University The Feinberg School of Medicine

**James M. Gurchek, MBA**  
Executive Department Administrator  
Northwestern University The Feinberg School of Medicine

The Feinberg School of Medicine is consolidating the administrative support for its traditional basic science departments from four distinct and redundant operations into one point-of-service administrative unit. During this session all aspects of the consolidation will be discussed. This will include a review of the decision-making processes, the pre- and post-structures, conversations with leaders, faculty, and staff of the units and the interactions between the department, school, and university HR offices. Speakers will also provide an overview of the cultural, political and economic issues involved in planning and implementing this administrative consolidation.

1:15 pm - 2:30 pm  **Breakout Session G: The Hess Center at Mount Sinai:**  Jefferson

**Realizing a Translational Vision**
Speaker:

Rama Iyengar
Associate Dean, Planning and Resource Mgmt
Icahn School of Medicine at Mount Sinai

Mount Sinai School of Medicine’s new state of the art translational research building houses research relating to cancer, cardiovascular disease, child health, genetics, and the brain. Hess Center will bring experts across disciplines together in one state-of-the-art facility. A full floor is devoted to advanced imaging. This session will discuss the full process from start to finish in construction of this research and clinical facility.

1:15 pm - 2:30 pm

Breakout Session H: 213 Heads Are Better Than One  Ravenna AB

Speakers:

Judy Belt
Director, Strategic Planning Office
Emory Healthcare

Keeli Johnson
Senior Associate, Strategic Planning
Emory University School of Medicine

A planning process was initiated upon the arrival of a new chair in a department that has seen turmoil in recent years. The new chair was committed to a participatory process to re-engage members of the department. This presentation will highlight the various methods and challenges of involving a large and diverse group in the planning process. These methods and challenges are applicable to multiple types of planning including strategic, operational, and facilities planning. The strategic planning process evolved over time and we will share “lessons learned” including helpful tips for facilitation, communication, designing various tools to gain input, identifying appropriate participants in the planning process, and challenges encountered during the process.

1:15 pm - 2:30 pm

Breakout Session I: Demystifying Tenure  Ballard
Speaker:

Dianna Jacob, BS, RPA-C, MBA
Vice President, Faculty and Academic Affairs
New York University School of Medicine

Tenure has increasingly become a controversial topic at medical schools over the last few decades. Funding challenges and an evolving culture around faculty productivity have contributed to a shift in the way many schools approach tenure. NYU developed a multiyear phased approach to redefine the role of tenure at the organization while at the same time preserving its value.

1:15 pm - 2:30 pm

Breakout Session J: Performance Improvement Through the Alignment of Organization and Department Strategy

Speakers:

Melanie Pessin
Manager - Strategy, Planning, and Business Development
New York University Medical Center

Jeffrey B. Short
Senior Director
New York University School of Medicine

In 2009, NYULMC began aligning the vision of the medical center with the goals of the academic departments. The process has since evolved to include chair incentives and an online dashboard. This dashboard highlights department specific goals and metrics and includes benchmarks, dynamic tracking and drill down reports. This process has demonstrated measurable results and enhanced performance across our educational, research and patient-care missions.

2:30 pm - 3:30 pm

Poster Session and Refreshment Break

Posters allow for schools to highlight a specific program, project, innovation, system, dashboard, and/or building. Poster authors will have up to five minutes to present their poster during this session. Following all of the oral presentations, each presenter will be available to answer questions. Light refreshments will be served.
### Agenda

#### Thursday, May 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 am - 5:00 pm</td>
<td>Registration</td>
<td>Metropolitan Pre-Function</td>
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<tr>
<td>7:30 am - 8:30 am</td>
<td>Breakfast: GBA and GIP Sub-committee Open Houses</td>
<td>Ravenna AB</td>
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<td>The GBA and GIP Sub-committee Breakfast Open Houses are open to current and prospective members. If you would like to find out more information about getting involved in a subcommittee please join us during the informal breakfast open house. This is an opportunity to meet current and prospective sub-committee members.</td>
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<td>7:30 am - 8:30 am</td>
<td>GBA Data and Benchmarking Sub-committee Breakfast Open House</td>
<td>Jefferson</td>
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<td>This breakfast is open to all GBA members interested in learning more about the Data and Benchmarking Subcommittee. The Data and Benchmarking Subcommittee is charged with advising the AAMC on appropriate and timely data collection and reporting activities. The Subcommittee helps AAMC staff identify data and procedures for collecting and reporting it that are</td>
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7:30 am - 8:30 am  **GBA Emerging Issues Sub-committee Breakfast Open House**  Greenwood

This breakfast is open to all GBA members interested in learning more about the Emerging Issues Subcommittee. The Subcommittee identifies topics and issues that are relevant to GBA members' interests and concerns and determines the best ways to educate and inform members about them. The committee works with AAMC staff to develop recommendations and identify "best practices" in response to the issues. Subcommittee members will be in attendance to provide more information.

7:30 am - 8:30 am  **GBA Professional Development Sub-committee Breakfast Open House**  Issaquah

This breakfast is open to all GBA members interested in learning more about the Professional Development Subcommittee. Subcommittee is charged with conceiving, developing, and implementing programs for the improvement of the skills of those engaged in the fiscal and administrative management of medical schools. Developing the professional and personal skills of GBA members can be accomplished in a number of ways, such as planning for the GBA Spring meeting and planning other professional development workshops. Subcommittee members will be in attendance to provide more information.

7:30 am - 8:30 am  **General Breakfast**  Metropolitan B

7:30 am - 8:30 am  **GIP Data and Information Sub-committee Breakfast Open House**  Ballard

This breakfast is open to all GIP members interested in learning more about the Data and Information Subcommittee. This Subcommittee serves as a primary resource for information that is useful to institutional planners and other AAMC members. Subcommittee members will be in attendance to provide more information.

7:30 am - 8:30 am  **GIP Membership and Engagement Sub-committee Breakfast Open House**  Kirkland

This breakfast is open to all GIP members interested in learning more about the Membership Engagement Subcommittee.
Agenda

This Subcommittee is responsible for increasing active participation in the GIP by keeping current members engaged and identifying new members to further the discipline of planning. Subcommittee members will be in attendance to provide more information.

7:30 am - 8:30 am  
**GIP Professional Development Sub-committee Breakfast Open House**  
Leschi

This breakfast is open to all GIP members interested in learning more about the Professional Development Subcommittee. This Subcommittee plans and provides leadership on professional development activities within the Group on Intuitional Planning. Subcommittee members will be in attendance to provide more information.

7:30 am - 8:30 am  
**Human Resources Interest Group Breakfast**  
Ravenna C

The Human Resources Interest Group breakfast is open to all Human Resources professionals. Please join us during the informal breakfast to network with other HR professionals and learn more about the GBA-HR Interest Group.

8:45 am - 10:00 am  
**Plenary Session: The Evolving Role Of Medical Schools In A New Education Ecosystem**  
Metropolitan A

Speaker:

**Marc M. Triola, M.D.**
Associate Dean for Educational Informatics, Assistant Professor of Medicine, Division of General Internal Medicine  
New York University School of Medicine

Disruptive technologies and the new opportunities of computer-assisted teaching are having transformative effects on medical education. Medical schools are now in the midst of a 'learning ecosystem' that include interconnected computer-based e-learning tools provided by schools, by the students themselves, and from a myriad of other sources. Schools are facing the challenges of adapting to this ecosystem, modifying teaching and learning spaces to support technology and new teaching methods and grappling with new ways to effectively integrate growing amounts of electronic data in accreditation, quality improvement, and educational research.
This presentation will address some of the new imperatives and challenges medical schools are facing when embracing and adapting to these new disruptive technologies and highlight emerging technologies and practices used to address them.

10:00 am - 10:15 am  Break  Metropolitan Pre-Function

10:15 am - 11:30 am  Breakout Session K: Moving from Decentralized to Centralized Administrative Services: The Northwestern Experience  Issaquah

Speakers:

Eric W. Boberg, Ph.D.
Executive Director for Research
Northwestern University The Feinberg School of Medicine

David H. Browdy
Chief Operating Officer
Northwestern University The Feinberg School of Medicine

In the decentralized environment of many medical schools, the quality of administrative services can vary widely, due to variations in resources, personnel, and priorities. Senior leaders from Northwestern will describe the process, economic, and cultural experiences of centralizing functions, including departmental and research administration, space management, IT, and research core billing. This presentation will review the processes and results (to date), as well as lessons learned and future challenges.

10:15 am - 11:30 am  Breakout Session L: Got Chaos? A Recipe for Collaborative Building Management.  Ravenna AB

Speakers:

Jane Czech
Director of Administration, Department of Neurology
University of California, San Francisco, School of Medicine
Jessica Welsh
Director of Finance and Administration, Institute for Neurodegenerative Diseases
University of California, San Francisco, School of Medicine

Moving into a newly constructed building is exciting, but when multiple departments in a decentralized organization occupy the space, this can also prove challenging. This session will explore the challenges and opportunities utilized to streamline operations and organize the many different departments into one unified team. This interactive session will present mock-scenarios on what went right and what went wrong. There will also be a discussion on how to organize a building operations committee, how to create a mutually beneficial building policy manual, and how to create streamlined processes.

10:15 am - 11:30am
Breakout Session M: Launching a Physician Leadership Academy at the University of Texas Medical Branch
Speakers:

Ian C. Barrett, Ed.D.
Associate Vice President Human Resources
University of Texas Medical Branch

Rex Monroe McCallum, M.D.
Vice President Chief Physician Executive
University of Texas Medical Branch School of Medicine

Ronald B. Mckinley, Ph.D.
VP Human Resources and Employee Services
University of Texas Medical Branch School of Medicine

Steve Quan Quach, M.D.
Chief Medical Officer UTMB Health System
University of Texas Medical Branch Hospitals at Galveston

Douglas Stark
Director, Organization and Workforce Development
University of Texas Medical Branch School of Medicine
The University of Texas Medical Branch began our Physician Leadership Academy to train medical directors in management, business practices and leading people and processes in an academic healthcare system of 80 clinics and 475 beds, where we have 637,000 outpatient visits, 33,000 emergency room visits, and 29,000 hospital admissions annually. The curriculum is delivered in a combination of instructor-led and interactive instruction, independent study, group work, and experiential learning. Sessions are four hours once per month, and the program runs 12 months. This session will highlight the details of the program.

10:15 am - 11:30 am  
**Breakout Session N: Project Charter Toolkit: Keeping Collaborative Initiatives on Track and Avoiding Common Pitfalls**  
*Ravenna C*

Speakers:

**Diane Gorsky**  
Associate Dean Operations & Policy with the Faculty of Medicine  
Dalhousie University Faculty of Medicine

**Anne Weeden, BA**  
Assistant Dean, Operations  
Dalhousie University Faculty of Medicine

The project charter acts as a focal point for alignment for the diverse participants involved in the planning process. The project charter includes a toolkit of techniques well-suited to complex and multi-stakeholder initiatives to achieve programmatic objectives on budget and on schedule. This breakout session will explore the project charter as a process and a product. As a process, its role is to support collaboration and build consensus. As a product, it serves as a shared roadmap for each stage of the project. The Dalhousie Medical School Project Charter, adapted from the fields of engineering and business, was introduced in 2010 and serves as a best practice tool for change management and quality assurance.

10:15 am - 11:30 am  
**Breakout Session O: Creating a Disaster Resilient University**  
*Jefferson*

Speakers:

**Andre Le Duc**  
Executive Director, Enterprise Risk Services
Brian Smith  
Assistant Vice Chancellor for Sciences Affairs  
University of California, San Diego School of Medicine

How do we make Emergency Management and Business Continuity a priority on campus? Does Emergency Management and Business Continuity relate to the mission of a university? Who are the natural partners in campus-based Emergency Management and Business Continuity? What resources are required to create resilience? What is the cost? The session will highlight both technical tools and management strategies developed at the University of Oregon to manage the impacts of crises and emergencies on campus. The use of incident management teams and virtual emergency operations centers will be highlighted, and thoughts will be provided about how those innovative tools can help facilitate leadership in a dynamic environment.

11:30 am - 1:00 pm  
GBA Membership Lunch  
MetroB

All meeting attendees are encouraged to attend one of the two membership lunches. During this time new officers will be voted on and GBA and GIP leadership will give updates on activities of the groups over the past year. This is also a great opportunity, if you are a newcomer, to learn more about the Group and Group activities.

11:30 am - 1:00 pm  
GIP Membership Lunch  
Cirrus Room

All meeting attendees are encouraged to attend one of the two membership lunches. During this time new officers will be voted on and GBA and GIP leadership will give updates on activities of the groups over the past year. This is also a great opportunity, if you are a newcomer, to learn more about the Group and Group activities. The GIP will also be presenting the Distinguished Service Award during this lunch.

1:15 pm - 2:30 pm  
Breakout Session P: Bringing Business Intelligence to the PI: Lessons Learned from a Research Dashboard Implementation  
Ravenna C
Efficiency is critical as the field of research administration grows increasingly more complex, with changes in funding and regulatory environments that often add further administrative burden to faculty, staff, and the institution as a whole. The VCU School of Medicine is invested in finding solutions to improve research administration, and as such, partnered with VCU institutional offices to develop tools to improve management of sponsored research. The decision was to design and develop a Research Dashboard that provides integrated access to research financial and administrative data from the multiple VCU systems. The goal of the Research Dashboard project is to improve compliance, resource management, research reporting, and financial management of sponsored awards, better equipping VCU to sustain anticipated future growth in its research enterprise. Presenters will discuss critical components, challenges faced, and lessons learned in development of a Research Dashboard from both a subject matter and technical standpoint.

1:15 pm - 2:30 pm

**Breakout Session Q: Improving Physician Productivity at UTMB Health**

Speakers:

**James P. Clark, MBA**  
Executive Director, Business and Academic Systems  
University of Texas Medical Branch School of Medicine

**Michael Patriarca**  
Manager, Strategic Planning and Operation  
University of Texas Medical Branch School of Medicine
At UTMB Health, like many academic health centers, we experienced a decrease in both state funding and externally-sponsored research, both parts included in the funding equation. By focusing efforts on measuring and managing clinical productivity, this allows for a greater sense of what can be controlled operationally to increase clinical revenues. In this session you will learn how we put together a productivity model across all missions and the results of our focus on clinical productivity. We will also share our go-forward strategy and timeline to integrate the education and research missions, along with at-risk faculty compensation, in the productivity web application.

1:15 pm - 2:30 pm  
**Breakout Session R: Leading Change: How to Drive Value Beyond Traditional Group Purchasing Organizations**  
Issaquah

**Speakers**

**John F. Joshua**  
Director, Strategic Sourcing Team

**Richard A. St. Onge**  
Associate Vice Chancellor for Health Affairs

In response to a budget deficit in the state of Texas, shrinking research program budgets and financial uncertainties due to health care reform, UT System health institutions collaboratively launched a strategic initiative to leverage their collective purchasing power on commonly purchased equipment, services, and supplies. This session will offer insights into the blueprint of how the University of Texas System formed a contracting cooperative that generated millions of dollars in savings for re-investment into its institutions’ missions. Highlights include the initiative’s governance structure, business model, sourcing methodology and future impact on operating margins.

1:15 pm - 2:30 pm  
**Breakout Session S: Moving from "Central Administration" to "Strategic Partner"**  
Jefferson

**Speakers:**

**Sherri DuCharme-White**  
Vice President Human Resources and Faculty Affairs  
Medical College of Wisconsin
Kimara Ellefson
Director, Faculty Affairs, Diversity and Employment
Medical College of Wisconsin

Central administration and particularly Human Resources are often perceived as bureaucratic, inflexible, and in general an impediment to progress. Over the course of the last five years MCW Human Resources and more recently the Office of Faculty Affairs have been able to establish trusting partnerships with department leaders. This session will present the process by which MCW HR/OFA has changed the departmental perception of their services from "bureaucratic central administration" to a strategic business partner. Session topics will include customer service, relationship building, getting to "yes", and a commitment to quality.

1:15 pm - 2:30 pm

Breakout Session T: Experience with Value Engineering; Usually it is Neither

Speakers:

Robert W. Marriott
Associate Dean for Administration & Planning
Medical University of South Carolina College of Medicine

Jerry Percifield
Project Principal
HDR Architecture

At some point in almost every project, "value engineering" comes up when there is a difference between the estimated costs of a project and the available funds to pay for it. The term is meant to define a process that analyzes the main components of a project, what those components are meant to do, and to look for lower cost options to do the same job as the original component. The speakers will present some of the issues associated with "value engineering"; cost reductions, material substitutions and scope reductions. Attendees of this session will come away with an understanding of the issues associated with "value engineering", the reasons for scope and cost reduction, and they will see a planning process that can eliminate the need for the risks associated with commonplace "value engineering".
2:45 pm - 5:30 pm  
Tour of the University of Washington – Southlake Union Research Campus  (Additional Fee Required)  
Come tour the newest interdisciplinary research buildings of the UW School of Medicine! South Lake Union is the most dynamic area of the city and is home to a large number of biomedical firms and institutions in Seattle including the new research facilities for the University of Washington, School of Medicine. Since the modest beginnings in 2005, the UW School of Medicine research presence grew in 2008 to 437K SF and starting in April of this year will expand again by 180K SF when the newest building opens. We will tour both the existing buildings and, barring any unforeseen issues, will be touring the latest facility as well.

Employees from AAMC-member institutions are encouraged to register for the tour at the time of registration. The tour is ticketed and limited to 55 attendees. If you were unable to register online for the tour, or you do not represent an AAMC-member institution, you may inquire about availability at the registration desk. If you registered for the tour and are unable to attend please turn in your ticket at the registration desk. Tour tickets are non-refundable.

5:30 pm - 8:30 pm  
Reception at the Columbia Tower Club  
Columbia Tower Club  
701 Fifth Avenue  
Columbia Center 76th Floor  
Seattle, WA 98104

Friday, May 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>7:00 am - 7:45 am</td>
<td>Breakfast</td>
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</tr>
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<td>Metropolitan Pre-Function</td>
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<td>Ballard</td>
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<td>Hot Topics: TBD</td>
<td>Issaquah</td>
</tr>
</tbody>
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2013 Group on Business Affairs/Group on Institutional Planning Joint Spring Meeting

April 30, 2013 - May 3, 2013

Agenda

8:00 am - 8:45 am  Hot Topics: TBD  
Leschi

9:00 am - 9:30 am  Hot Topics: Report Out  
Metropolitan A
Hot Topic facilitators will report out and share the top takeaways from each session. Learn what was discussed in the Hot Topic sessions you were unable to attend.

9:30 am - 10:45 am  Plenary: The Current Economic Environment and the Impact on Medical Education  
Metropolitan A
Speakers TBD

10:45 am - 11:00 am  Closing  
Metropolitan A
Meeting wrap-up and closing.

11:00 am  Adjourn