



Tomorrow's Doctors, Tomorrow's Cures®

Executive Summary of the AAMC Annual Development Survey

Prepared with the assistance of
Grenzebach Glier & Associates, Inc.

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Overview

Each year, the AAMC administers a national benchmarking survey to measure the impact, costs, and staffing of fundraising at its member medical schools and teaching hospitals. This annual Web-based survey, initiated in 1999, supports a national database, which serves as a management tool for medical school deans and teaching hospital CEOs to assess the effectiveness of their institutional development programs. Participating institutions have access to the online database and reports. Through the compilation and analysis of annual data, the ongoing survey project provides the opportunity to identify philanthropic trends useful for development planning and management purposes for medical schools and teaching hospitals.

Staff in AAMC Communications lead the association's efforts to support the fundraising activities at member institutions, including this survey. The AAMC development leadership committee, comprised of chief development/advancement officers from AAMC member institutions (see *Appendix A*), provides guidance to AAMC staff on the survey and other fundraising support efforts. Also assisting the AAMC is Grenzebach Glier and Associates (GG+A), which has provided ongoing support to and analysis of the Annual Development Survey since its inception.

Key findings from the 2008 survey are presented in this report. Further analysis, access to data, and online reports are only available to the leadership of participating institutions and survey participants. For additional information about the survey or the AAMC's development programs and services, contact:

Chris Tucker
Director, Institutional Advancement
Executive Secretary, Group on Institutional Advancement
AAMC
Phone: 202-828-0989
ctucker@aamc.org

Elisa Siegel
Chief Communications Officer
AAMC
Phone: 202-828-0459
esiegel@aamc.org

Survey Respondent Classifications

The survey process requires classification of the participating member institutions according to institution type. The following categories of institution type were established in the design of the first survey instrument in 1999 and remain the method of classifying participants:

- **Medical school**—development program is separate from the development program(s) of its primary teaching hospital(s).
- **Teaching hospital**—development program is separate from that of the medical school.
- **Joint program**—development program is integrated and conducted jointly for the benefit of both the medical school and the medical school’s primary teaching hospital(s).

(**Note:** The term “all institutions” in this report indicates inclusion of data from all three classifications above.)

We analyzed data from 133 institutions reporting development program activity for 2007-2008. Data was submitted through an online survey administered January-March 2009. The executive summary highlights survey data analyzed from these 133 institutions—60 private and 73 public—that are presented in tabular overviews. (Please see *Appendix B* for a list of those institutions included in the analysis.)

Data of the survey respondents are displayed in *Table 1* by institution type, their status as a private or public institution, and the geographical region in which AAMC classifies its members.

Table 1: Survey Participants by Institutional Type Private/Public by Geographical Regions

	Medical School		Teaching Hospital		Joint Program		Total		
	Private	Public	Private	Public	Private	Public	Private	Public	All
Northeast	9	5	12	4	9	6	30	15	45
Midwest	5	10	3	0	6	6	14	16	30
South	3	12	0	1	5	10	8	23	31
West	4	5	3	3	1	11	8	19	27
Total	21	32	18	8	21	33	60	73	133

Note: Four institutions that reported insufficient data or represented significant outliers were excluded from the analyses in this report.

Key Highlights and Consultant's Observations

The following are several highlights and observations based on development activity reported in the 2008 survey data:

- **Private support for all institutions in 2008**—The mean total private support for all institutions remained virtually unchanged, from \$51.1 million in 2007 to \$51.4 million in 2008. Among private institutions, total support decreased from a mean of \$71 million in 2007 to \$64 million in 2008. Conversely, total support for public institutions increased from a mean of \$36 million in 2007 to \$41 million in 2008.
- **Current operations continued to be the largest recipient of private support gifts**—For all institutions, the mean gifts to current operations increased 7.1 percent from \$29.5 million in 2007 to \$31.6 million in 2008. Unrestricted gifts accounted for an average of 16.4 percent of total gift support received to current operations.
- **Individuals unaffiliated with a medical school or teaching hospital continued to be the largest segment of individual donors**—Of total private support gifts by individuals received in 2008, 77.5 percent were contributed by individuals unaffiliated with the institution, that is, individuals who are not alumni, faculty, or staff. On average, all institutions received approximately \$14.8 million in support from all unaffiliated individuals. Per donor, unaffiliated individuals in 2008 contributed gifts averaging \$4,437, and the median gift was \$1,672. Comparatively, the average gift from medical school alumni was \$2,221 (median was \$985). Among institutional gift sources, the average gift from corporations totaled \$15,024; the average gift from family foundations was \$89,292; and the average gift from other private foundations was \$162,833.
- **Scholarship gifts reported by private institutions**—Gifts raised for medical student scholarships reported by medical schools and joint programs declined in 2008, with the median of \$794,149 reflecting a 14.5 percent decrease from the 2007 median of \$928,839. It should be noted, however, that the nearly \$1 million raised for scholarships in 2007 marked the highest amount recorded since 2003, the year AAMC began tracking scholarship giving data, and a particularly sharp increase from the 2006 median of \$679,393. As in years past, data reported for gifts for scholarships reflected significant differences in the amounts raised for this purpose by private institutions compared to

public institutions. The median in 2008 for private institutions was \$2.1 million, compared to the median of \$466,158 reported by public institutions.

- **Numbers of development staff at private institutions continued to be larger than those at public institutions**—The average total number of staff at private institutions was 40.6 FTEs, while at public institutions, the average number was 24.4. Total development program *professional fundraising staffing* levels for all institutions held relatively steady with a mean of 13.3 FTE in 2008, compared to 13.6 in 2007.
- **Average fundraising cost**—Overall, the mean total fundraising cost for all institutions in 2008 was \$4.6 million, marking a 10 percent increase from the \$4.2 million reported in 2007. For private institutions, the mean cost was \$5.9 million; for public institutions, it was \$3.4 million.
- **Personnel cost**—The median personnel cost for all institutions in 2007 decreased slightly from \$1.7 million in 2007 to \$1.6 million in 2008.
- **The cost - per - dollar**—Of the 130 survey respondents who provided adequate information for this analysis, the median cost per dollar raised (CPDR) was eleven cents on the dollar, one cent above the 2007 findings. There was little variation among private and public institutions, with each supporting a median of \$0.11.
- **Number of \$1 million-plus gifts**—Data for 2008 reflected approximately 1,037 “extraordinary” gifts—generally, gifts of \$1 million and larger—of which 150 are in the \$5 million-plus category. Similar data from 2007 noted 904 gifts of \$1 million-plus, of which 122 gifts were \$5 million or larger.
- **Campaign activity**—Fifty-four percent of institutions surveyed reported being involved in a campaign in 2008. Joint programs reported a median campaign goal of \$500 million with a median length of seven years; medical schools had a median goal of \$215 million and median length of seven years; and teaching hospitals’ median goal was \$425 million with a median length of six years.

- **Philanthropy and the economy**—Gifts reported in this data analysis represent activity covering the period running from mid-2007 through mid-2008, just as the current economic downturn deepened. Significant gift activity was noted in late 2007 and early 2008, which appears not to have been sustained through the balance of 2008. Next year's results are expected to represent a clearer picture of the impact of the current economic volatility on philanthropy in medical schools and academic medical centers.

Many, if not all, academic medical centers and their medical schools and teaching hospitals have made adjustments in operating budgets, including those of development programs, in response to the current challenges of the economy. Generally, expectations are that gift activity for the 2008-2009 period will reflect little if any growth over the previous year.

Data Observations and Summaries

This analysis of data received from 133 institutions for 2008 is shown in summary tables that represent*:

- Total private support by gift designation and donor source
- Development staff size (in terms of full-time equivalency)
- Personnel and program costs
- Approximate cost of raising a private gift.

Aggregated data presented by means and medians are displayed in the next 22 tables for all three institution types: medical schools, teaching hospitals, and joint programs.

Total Private Support

Tables 2(a-b), 3(a-b), 4(a-c), and 5(a-b) display total private support by gift designations and donor sources, as well as the average gift per donor source. Tables 4(a-c) display data summaries about the gift activity of M.D. alumni in both medical school and joint program institution-types. Additionally, Graphs 2, 3, and 5 reflect the percentage of total private support by gift designations and donor sources.

**Institutions represented in the 2007 survey analysis vary slightly from those represented in the 2008 survey analysis. Some questions in the 2008 development survey query figures for both 2007 and 2008; in these instances, the 2007 numbers reported in the 2008 survey analysis are used in this document. Other 2007 figures are drawn from the 2007 analysis and executive summary for comparison.*

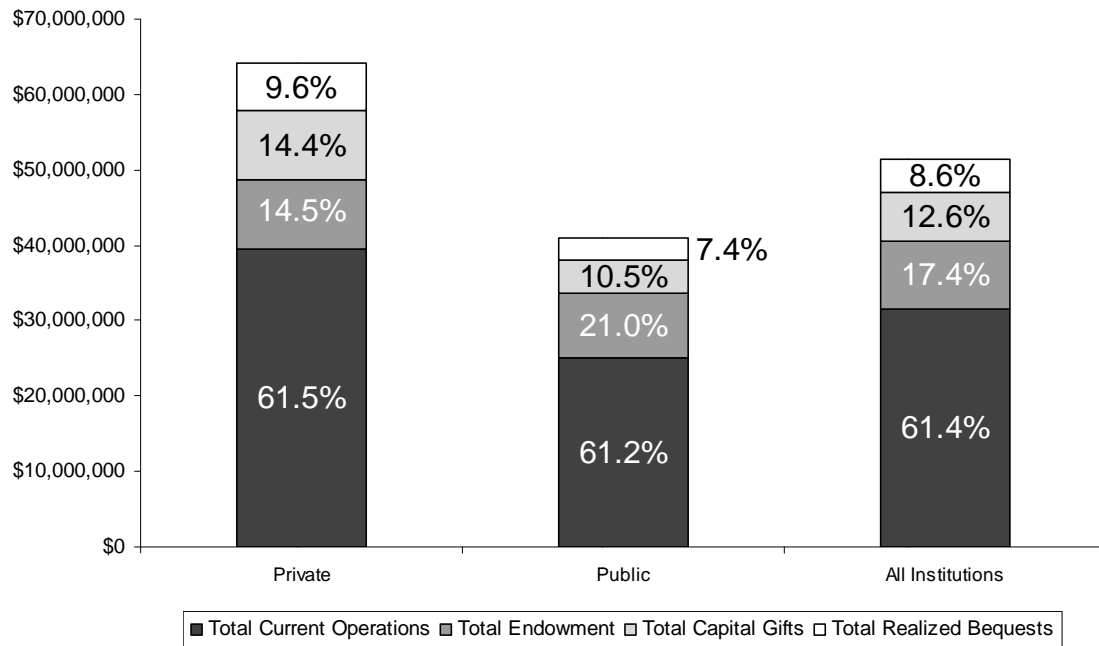
- The 2008 mean for total private support for **all institutions** was \$51.4 million, an amount nearly equal to the 2007 mean of \$51.1 million. The median for all institutions in 2008, \$26.5 million, represented an increase of approximately 10 percent from the 2007 median of \$24 million.
- The 2008 median for total private support for **public institutions**, \$23.3 million, was 22 percent higher than the median of \$19 million reported in the 2007 survey data. The 2008 mean for public institutions, \$41 million, increased by 15.5 percent from the previous year's mean of \$35.5 million.
- Median total private support among **private institutions** in 2008 was \$30.5 million which represents a decrease of 31 percent from the \$44.2 million reported in 2007. The 2008 mean among the private institutions of \$64.1 million marked a decline of 10 percent from the \$71.2 million mean recorded in 2007.

Table 2(a): Total Private Support by Gift Designations

	Total Current Operations	Total Endowment	Total Capital Gifts	Total Realized Bequests	Total Private Support
All Institutions					
Total Private:	60	60	60	60	60
Median	\$19,353,082	\$4,621,407	\$1,673,971	\$2,772,345	\$30,499,279
Mean	\$39,424,700	\$9,300,126	\$9,196,012	\$6,154,973	\$64,075,810
Total Public:	73	73	73	73	73
Median	\$8,479,378	\$3,490,667	\$851,000	\$706,035	\$23,306,448
Mean	\$25,099,148	\$8,629,367	\$4,292,860	\$3,022,641	\$41,044,017
All Institutions:	133	133	133	133	133
Median	\$14,353,021	\$4,224,497	\$1,262,481	\$1,139,400	\$26,481,632
Mean	\$31,561,803	\$8,931,965	\$6,504,808	\$4,435,723	\$51,434,299

- Among **all institutions**, gifts designated to current operations continued to capture the greatest proportion of total private support, with gifts for endowment and capital needs ranked second and third, respectively. Analyzing the means, the approximate proportions evident in the 2008 data were: current operations gifts account for 61.4 percent of total private support; gifts for endowment were 17.4 percent; and capital needs gifts were 12.6 percent of total private support.

Graph 2: Distribution of Total Private Support by Gift Designation



- Unrestricted gifts accounted for an average of 16.4 percent of all support designated to current operations. Private institutions reported a higher proportion of unrestricted gifts with an average of 18.7 percent when compared to public institutions, which averaged 14.4 percent.

Table 2(b): Unrestricted Gifts to Current Operations

	Unrestricted Gifts to Current Operations	Total Current Operations	Percentage of Current Operations Gifts that are Unrestricted
All Institutions			
Total Private:	60	60	60
Median	\$1,633,524	\$19,353,082	9.2%
Mean	\$4,990,942	\$39,424,700	18.7%
Total Public:	71	73	70
Median	\$479,213	\$8,479,378	4.7%
Mean	\$1,826,375	\$25,099,148	14.4%
All Institutions:	131	133	130
Median	\$794,218	\$14,353,021	6.9%
Mean	\$3,275,795	\$31,561,803	16.4%

Individual Gifts

- On average, individuals not related to the school/institution (designated as the “Other Individuals” category in the AAMC survey) contributed 77.5 percent of all individual gifts received by **all institutions** in 2008.

Table 3(a): Individual Total Private Support by Donor Sources

	Medical School Alumni	Other Alumni	Medical Staff/Faculty	Other Individuals	All Individual Sources
All Institutions					
Total Private:	53	45	55	60	60
Median	\$1,549,814	\$181,707	\$302,661	\$8,279,290	\$13,084,151
Mean	\$2,820,684	\$3,514,125	\$585,461	\$22,596,729	\$28,260,600
Total Public:	68	64	66	73	73
Median	\$437,427	\$174,085	\$145,632	\$3,198,127	\$5,050,328
Mean	\$1,413,009	\$1,706,756	\$375,242	\$8,336,345	\$11,488,166
All Institutions:	121	109	121	133	133
Median	\$978,800	\$181,707	\$185,658	\$4,459,103	\$7,839,822
Mean	\$2,029,594	\$2,452,917	\$470,796	\$14,769,601	\$19,054,678

Graph 3: Distribution of Individual Total Private Support by Donor Sources

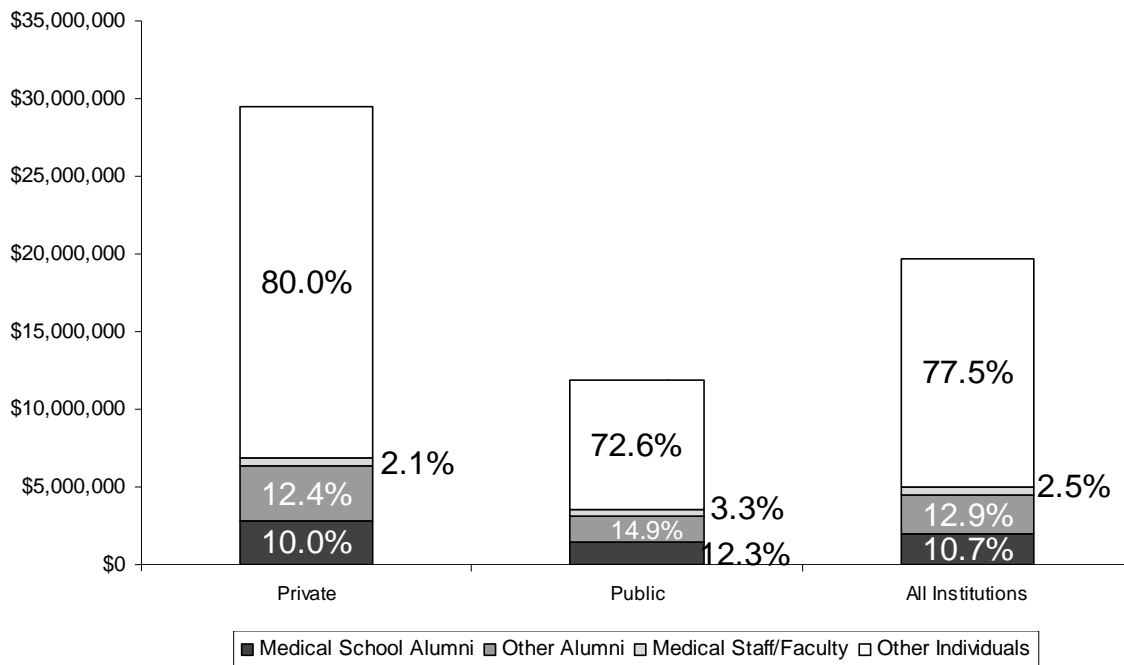


Table 3(b) Average Gift per Individual Source

	Average Gift per Medical School Alum	Average Gift per Other Alum	Average Gift per Staff/Faculty Member	Average Gift per Other Individual	Average Gift per Individual Source
All Institutions					
All Private:	41	37	46	60	60
Median	\$1,707	\$1,079	\$1,756	\$2,018	\$1,968
Mean	\$2,707	\$6,967	\$3,824	\$3,867	\$3,074
All Public:	63	57	58	71	72
Median	\$724	\$881	\$960	\$1,370	\$1,491
Mean	\$1,905	\$4,519	\$10,387	\$4,919	\$4,051
All Institutions:	104	94	104	131	132
Median	\$985	\$1,037	\$1,172	\$1,672	\$1,606
Mean	\$2,221	\$5,482	\$7,484	\$4,437	\$3,607

Alumni Giving

- According to the 2008 mean, approximately 10.7 percent of all individual gifts were attributed to **medical school alumni** in 2008; using median data, the percentage is 12.5 percent. The median for the average gift per medical school alumnus was \$985, a 12.2 percent increase from 2007. The 2008 mean for the average gift per medical school alumnus was \$2,221, which was up significantly from the 2007 mean of \$1,256.
- The median number of M.D. alumni donors making unrestricted gifts of \$1,000 and larger for **all medical schools** was 28; the median number of solicitable M.D. alumni for all medical schools was 5,366, whereas the median number of solicitable M.D. alumni for **all joint programs** was 6,096. The median number of M.D. alumni donors making gifts of \$1,000 and larger was 45 for all joint programs.
- For **all medical schools**, the median number of M.D. alumni making unrestricted gifts of any size for current operations and/or for endowment was 364; the median number for restricted gifts was 231 for this category of alumni giving.
- For **all joint programs**, the median number of M.D. alumni making unrestricted and restricted gifts of any size for current operations and/or for endowment was 568 and 401, respectively.

Table 4(a): M.D. Alumni Giving Information – Medical Schools

	Number of Solicitable Alumni	Number of M.D. Alumni Donors Making Unrestricted Gifts for Current Ops and/or Endow.	Number of M.D. Alumni Donors Making Restricted Gifts for Current Operations and/or Endow.	Number of M.D. Alumni Donors Making Unrestricted Gifts of \$1000 and Larger	Dollar Amount of Unrestricted Gifts for Current Ops and/or Endow. Received from M.D. Alumni
Medical Schools					
Total Private:	21	21	21	21	21
Median	6,474	1,105	528	176	\$606,647
Mean	6,648	896	525	203	\$772,477
Total Public:	31	30	31	30	30
Median	3,853	187	145	16	\$71,742
Mean	4,517	404	340	54	\$177,405
All Medical Schools:	52	51	52	51	51
Median	5,366	364	231	28	\$159,724
Mean	5,377	607	415	115	\$422,434

Table 4(b): M.D. Alumni Giving Information – Joint Programs

	Number of Solicitable Alumni	Number of M.D. Alumni Donors Making Unrestricted Gifts for Current Ops and/or Endow.	Number of M.D. Alumni Donors Making Restricted Gifts for Current Ops and/or Endow.	Number of M.D. Alumni Donors Making Unrestricted Gifts of \$1000 and Larger	Dollar Amount of Unrestricted Gifts for Current Ops and/or Endow. Received from M.D. Alumni
Joint Programs					
Total Private:	21	21	21	21	21
Median	5,682	927	408	126	\$554,326
Mean	7,292	916	548	176	\$994,671
Total Public:	34	31	33	32	30
Median	6,255	270	313	23	\$64,677
Mean	6,098	437	450	58	\$269,156
All Joint Programs:	55	52	54	53	51
Median	6,096	568	401	45	\$286,029
Mean	6,554	631	488	105	\$567,898

Table 4(c): M.D. Alumni Giving Information – All Institutions

	Number of Solicitable Alumni	Number of M.D. Alumni Donors Making Unrestricted Gifts for Current Ops and/or Endow.	Number of M.D. Alumni Donors Making Restricted Gifts for Current Ops and/or Endow.	Number of M.D. Alumni Donors Making Unrestricted Gifts of \$1000 and Larger	Dollar Amount of Unrestricted Gifts for Current Ops and/or Endow. Received from M.D. Alumni
All Institutions					
Total Private:	42	42	42	42	42
Median	6,089	987	501	157	\$604,448
Mean	6,970	906	536	189	\$883,574
Total Public:	65	61	64	62	60
Median	5,179	191	247	17	\$64,677
Mean	5,344	421	397	56	\$223,280
All Institutions:	107	103	106	104	102
Median	5,720	402	314	41	\$265,737
Mean	5,982	619	452	110	\$495,166

Corporation and Foundation Giving

- Support received from foundations continued to exceed support received from corporations. In the 2008 survey data, the mean of support received for **all institutions** from personal/family and other private foundations was \$8.1 million and \$12.3 million, respectively. The median per personal/family foundation in 2008 was \$47,759, and the median gift per other private foundation was \$71,898. Comparatively, the median gift per corporation was \$10,497.
- In 2008, the median and mean of the average gift among all institutional sources collectively—corporations, personal/family foundations, other private foundations, and other institutions—were \$27,573 and \$40,865 per institutional donor, respectively, marking an overall increase from the 2007 respective median and mean of \$25,010 and \$36,274.

Table 5(a): Institutional Total Private Support by Donor Sources

	Corporations	Personal/Family Foundations	Other Private Foundations	Other Institutions	All Institutional Sources
All Institutions					
Total Private:	60	59	60	59	60
Median	\$3,548,872	\$1,897,233	\$4,484,513	\$1,249,473	\$20,079,896
Mean	\$8,338,072	\$10,146,333	\$10,704,091	\$6,385,612	\$35,298,575
Total Public:	73	69	70	70	73
Median	\$2,755,762	\$1,447,346	\$2,438,978	\$1,634,435	\$11,134,865
Mean	\$4,847,175	\$6,264,405	\$13,595,238	\$5,803,095	\$29,369,466
All Institutions:	133	128	130	129	133
Median	\$3,064,456	\$1,502,914	\$2,984,277	\$1,544,478	\$14,354,318
Mean	\$6,422,016	\$8,053,731	\$12,260,862	\$6,069,518	\$32,044,252

Graph 5: Distribution of Institutional Total Private Support by Donor Sources

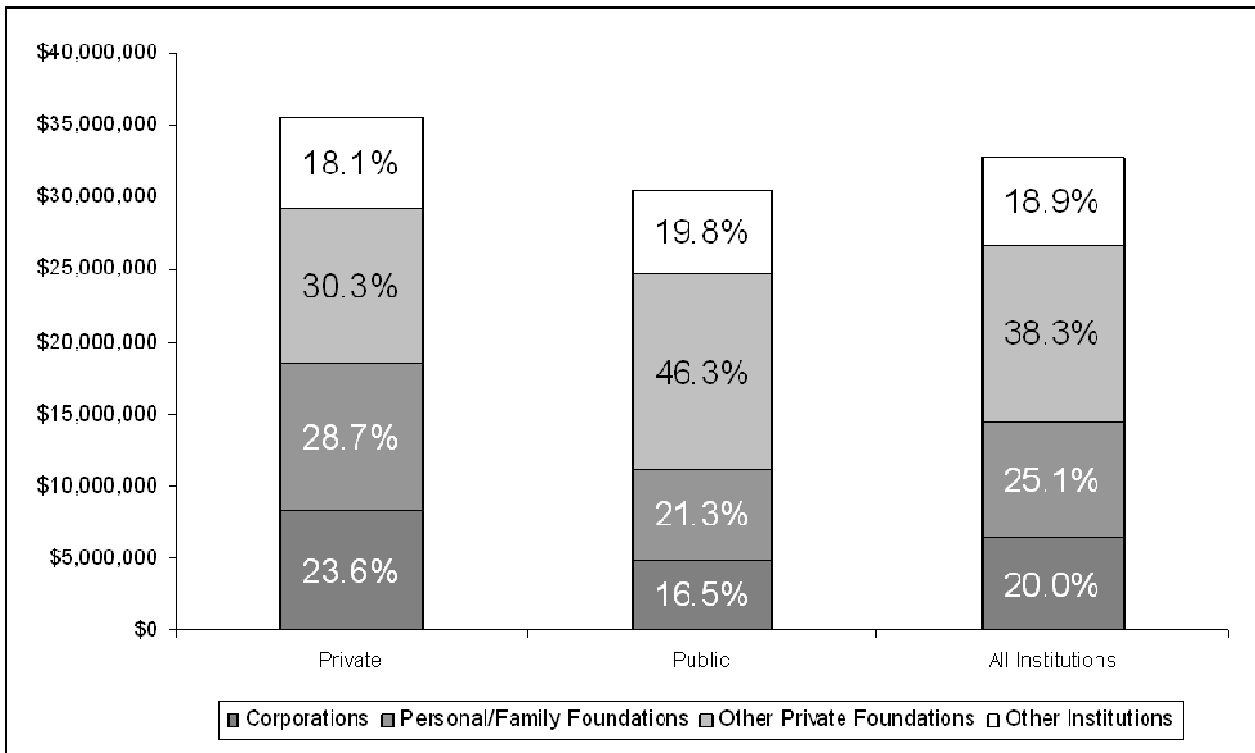


Table 5(b): Average Gift per Institutional Source

	Corporations	Personal/Family Foundations	Other Private Foundations	Other Institutions	Average Gift per Institutional Source
All Institutions					
Total Private:	60	56	56	54	60
Median	\$10,079	\$45,843	\$76,301	\$19,744	\$31,675
Mean	\$16,738	\$73,496	\$102,826	\$36,387	\$37,951
Total Public:	70	64	64	66	72
Median	\$10,671	\$47,759	\$63,629	\$18,722	\$25,106
Mean	\$13,555	\$103,114	\$215,340	\$43,589	\$43,294
All Institutions:	130	120	120	120	132
Median	\$10,497	\$47,759	\$71,898	\$19,141	\$27,573
Mean	\$15,024	\$89,292	\$162,833	\$40,348	\$40,865

“Extraordinary” Gifts

Table 6 displays data for “extraordinary” gift activity (i.e., gifts of \$1 million or larger).

- A total of 1,037 gifts of \$1 million or larger were reported by 2008 survey respondents compared with 904 such gifts reported in the 2007 survey.
- In 2008, 150 gifts of \$5 million or more were reported compared with 122 such gifts reported in the 2007 survey.

Table 6: Total Number of Extraordinary Gifts

	\$1,000,000- \$4,999,999	\$5,000,000- \$9,999,999	\$10,000,000- \$24,999,999	\$25,000,000- \$49,999,999	\$50,000,000+	Total
All Institutions						
Total Private:	53	26	12	4	2	53
Number of Gifts	525	48	20	4	2	599
Total Public:	55	22	10	9	1	58
Number of Gifts	362	39	19	17	1	438
All Institutions:	108	48	22	13	3	111
Number of Gifts	887	87	39	21	3	1,037

Note: Extraordinary gifts include gift levels of \$1 million or more and do not include pledged gifts. (N.B. The question capturing this information in next year’s survey will be revised to clarify that reported gifts represent cash and pledged commitments.)

Joint Program Gift Support Received for Teaching Hospitals

Table 7 displays data for gift activity reported by **joint programs** in support of their teaching hospitals.

- In 2008, median gift levels to **joint program** teaching hospitals were much higher among private institutions (\$6.2 million) than among public institutions (nearly \$2 million).
- When compared to the medians registered in 2007, 2008 gifts were up significantly from \$2.9 million to \$6.2 million among private **joint programs**, but were down from the nearly \$3 million to just under \$2 million reported for public **joint programs**.

Table 7: Average Hospital Gifts for Joint Programs

	Total Private Support	Gifts Received for Teaching Hospital-Joint Program
Joint Programs		
Total Private:	21	20
Median	\$73,037,967	\$6,218,854
Mean	\$90,950,871	\$16,171,952
Total Public:	33	33
Median	\$28,581,424	\$1,964,516
Mean	\$54,176,306	\$6,402,285
All Institutions:	54	53
Median	\$36,193,828	\$3,049,568
Mean	\$68,477,526	\$10,088,952

Development Staff-FTEs

Tables 8 and 9 display data for staff sizes represented in terms of *fundraising professionals*, *other professionals*, and *support staff*. The information was reported and is presented in terms of *Full-Time Equivalency (FTE)*.

- The 2008 survey data showed a slight decrease in **total professional staff for all institutions** with a median of 15.5 FTEs and a mean of 22.1 FTEs, down from the 2007 median of 16.0 and relatively equal to the mean of 22.2. There was also little movement

among **professional fundraising staff**: the median remained unchanged at 10 FTEs in 2008, while the mean decreased only slightly from 13.6 to 13.3 FTEs. The median for total other professional staff also held relatively steady with 5 FTEs in 2008, compared to 5.1 FTEs in 2007.

- The development size reported by **private institutions** continued to be noticeably larger than that of public AAMC member institutions. The median and mean of total staff for **public institutions** were 15.3 FTEs and 24.4 FTEs, respectively, compared with 33.4 FTEs and 40.6 FTEs, respectively, for private institutions.

Table 8: Professional Staff by Function – FTEs

	Total Professional Fundraising Staff	Total Other Professional Staff	Total Professional Staff
All Institutions			
Total Private:	60	60	60
Median	13.0	7.8	22.3
Mean	17.1	11.4	28.6
Total Public:	73	73	73
Median	7.0	3.0	10.0
Mean	10.1	6.8	16.9
All Institutions:	133	133	133
Median	10.0	5.0	15.5
Mean	13.3	8.9	22.1

Table 9: Development Staff by Function – FTEs

	Total Professional Staff	Total Support Staff	Total Staff
All Institutions			
Total Private:	60	60	60
Median	22.3	9.0	33.4
Mean	28.6	12.1	40.6
Total Public:	73	73	73
Median	10.0	4.0	15.3
Mean	16.9	7.6	24.4
All Institutions:	133	133	133
Median	15.5	6.0	22.0
Mean	22.1	9.6	31.7

Fundraising/Development Costs

Personnel and program costs for 2007 and 2008 are represented in *Tables 10* and *11*.

- The median of total fundraising costs for **all institutions** was \$2.6 million in 2008, up modestly from \$2.5 million reported in the previous year.
- **Private institutions** continued to reflect significantly higher total fundraising costs—more than double the costs of **public institutions**. For the 70 reporting public institutions, the 2008 median of total fundraising costs increased by approximately 11 percent over the 2007 median of \$1.8 million. The 2008 median of total fundraising costs for the 60 reporting private institutions increased 7.9 percent to \$4.1 million in 2008.
- Not surprisingly and consistent with data reported in previous years, the majority of total fundraising costs reported are attributed to personnel costs. For **all institutions**, the median of personnel costs in 2007 represented 67 percent of the median of total fundraising costs, and the 2008 proportion was 62 percent. The median personnel cost for all institutions in 2008 was \$1.6 million, reflecting a 5.6 percent decrease from the 2007 median.

Table 10: Fundraising/Development – 2007 Costs*

	Personnel Costs (2007)	Program Costs (2007)	Costs Covered by Other Budget Resources (2007)	Total Fundraising Costs (2007)
All Institutions				
Total Private:	57	58	19	58
Median	\$2,489,035	\$923,337	\$300,000	\$3,828,596
Mean	\$3,133,451	\$2,024,757	\$778,102	\$5,359,079
Total Public:	65	66	33	68
Median	\$1,125,407	\$331,299	\$318,296	\$1,805,605
Mean	\$1,898,923	\$933,237	\$886,400	\$3,151,101
All Institutions:	122	124	52	126
Median	\$1,675,262	\$572,323	\$311,177	\$2,491,781
Mean	\$2,475,711	\$1,443,787	\$846,830	\$4,167,472

*Figures in this table are as reported by the 2008 participating institutions

Table 11: Fundraising/Development – 2008 Costs

	Personnel Costs (2008)	Program Costs (2008)	Costs Covered by Other Budget Resources (2008)	Total Fundraising Costs (2008)
All Institutions				
Total Private:	59	60	18	60
Median	\$2,716,977	\$1,034,846	\$311,421	\$4,122,468
Mean	\$3,448,702	\$2,212,385	\$982,806	\$5,898,451
Total Public:	69	68	36	70
Median	\$1,085,428	\$328,911	\$419,776	\$2,017,499
Mean	\$1,965,197	\$969,508	\$1,026,648	\$3,406,922
All Institutions:	128	128	54	130
Median	\$1,581,325	\$583,358	\$408,309	\$2,562,223
Mean	\$2,649,000	\$1,552,107	\$1,012,034	\$4,556,858

Cost of Fundraising per Total Private Support

Fundraising cost—the cost per dollar raised (CPDR)—as a function of total private support is reflected in *Tables 12 and 13*.

Notes:

Standard practice of calculating the cost of fundraising includes costs directly related to fundraising activity and generally do not include expenditures for the activities of alumni relations or other constituent relations.

The cost per dollar raised is often viewed as a core benchmark of program performance. The financial management objective of development programs should be to maximize the net of funds raised in relation to investment in personnel and operations. Of the 133 participating institutions whose data are analyzed in this report, 130 provided sufficient information to calculate the median CPDR .

- For **all institutions**, the median CPDR increased slightly to \$0.11 in 2008 from the median reported in 2007 of \$0.10.

- Over the past seven years, the survey has reported a range of the estimated CPDR, from \$0.06 in 1999 (a relatively low figure, due primarily to the small pool of survey respondents participating in the inaugural year of the project) to a high of \$0.11 seen most recently in 2008. CPDR also reached \$0.11 in 2002, and again four years later in 2006.

Table 12: Cost of Fundraising – 2008

	Total Fundraising Costs (2008)	Total Private Support (2008)	Cost per Dollar Raised (2008)
All Institutions			
Total Private:	60	60	60
Median	\$4,122,468	\$30,499,279	\$0.11
Mean	\$5,898,451	\$64,075,810	\$0.14
Total Public:	70	73	70
Median	\$2,017,499	\$23,306,448	\$0.11
Mean	\$3,406,922	\$41,044,017	\$0.14
All Institutions:	130	133	130
Median	\$2,562,223	\$26,481,632	\$0.11
Mean	\$4,556,858	\$51,434,299	\$0.14

- By institutional type, costs of fundraising were highest among **teaching hospitals** in 2008, with the median cost per dollar raised of \$0.16. **Medical schools**, by contrast, registered a median CPDR of \$0.09.

Table 13: Cost of Fundraising by Institutional Type – 2008

Cost per Dollar Raised	All Institutions	Medical Schools	Teaching Hospitals	Joint Programs
Total Private:	60	21	18	21
Median	\$0.11	\$0.07	\$0.17	\$0.10
Mean	\$0.14	\$0.11	\$0.22	\$0.11
Total Public:	70	30	8	32
Median	\$0.11	\$0.10	\$0.15	\$0.11
Mean	\$0.14	\$0.12	\$0.17	\$0.16
All Institutions:	130	51	26	53
Median	\$0.11	\$0.09	\$0.16	\$0.10
Mean	\$0.14	\$0.11	\$0.20	\$0.14

Return on Investment

Table 14 provides a summary of return on investment, the total dollars raised (Total Private Support) in relation to investment in personnel and operations (Total Development/Fundraising Costs).

Return on investment is a standard benchmark for measuring institutional fundraising performance, particularly development program effectiveness.

- Among **all institutions** in 2008, the median dollar return by dollar raised was \$8.90 with **public institutions** garnering a higher return than **private** institutions with medians of \$9.14 and \$8.90, respectively. These figures indicate a reversal of return on investment findings from 2007, when the median for private institutions was \$10.26 and publics were lower at \$9.62.
- When analyzed by institutional type, **medical schools** supported the highest returns with a median of \$11.59, followed by **joint programs** at \$9.60 and **teaching hospitals** at \$6.29.

Table 14: Dollar Return by Dollar Raised (Net ROI) – 2008

Return on Investment	All Institutions	Medical Schools	Teaching Hospitals	Joint Programs
Total Private:	60	21	18	21
Median	\$8.90	\$15.07	\$6.06	\$9.60
Mean	\$12.22	\$15.28	\$6.07	\$14.42
Total Public:	70	30	8	32
Median	\$9.14	\$9.62	\$6.50	\$9.48
Mean	\$14.18	\$17.04	\$6.93	\$13.30
All Institutions:	130	51	26	53
Median	\$8.90	\$11.59	\$6.29	\$9.60
Mean	\$13.27	\$16.32	\$6.34	\$13.74

Campaign Activity

Tables 15(a-d) display summarized data by institution type reflecting the length and dollar goals of campaigns.

- For **all medical schools**, the median campaign length was 7 years, the same as reported for the last two years. The median campaign goal for all medical schools was \$214.5 million, a goal greater than the \$200 million reported last year.
- For **all teaching hospitals**, the median campaign length was 6 years, while the median was 5 years in 2007. The median campaign goal for all teaching hospitals was \$425 million, up significantly from the \$135 million goal last year.
- For **all joint programs**, the median campaign length was 7 years, unchanged from 2007. The median campaign goal for all joint programs was \$500 million; the median in 2007 was \$410 million.

Table 15(a): Campaign Length and Goal – Medical Schools

	Number of Years	Campaign Goal
Medical Schools		
Total Private:	9	9
Median	7.0	\$750,000,000
Mean	7.3	\$775,000,000
Total Public:	15	11
Median	7.0	\$115,000,000
Mean	6.1	\$226,356,818
All Medical Schools:	24	20
Median	7.0	\$214,500,000
Mean	6.5	\$473,246,250

Table 15(b): Campaign Length and Goal – Teaching Hospitals

	Number of Years	Campaign Goal
Teaching Hospitals		
Total Private:	10	10
Median	5.5	\$425,000,000
Mean	5.7	\$617,700,000
Total Public:	3	4
Median	6.0	\$575,000,000
Mean	5.3	\$562,500,000
All Teaching Hospitals:	13	14
Median	6.0	\$425,000,000
Mean	5.6	\$601,928,571

Table 15(c): Campaign Length and Goal – Joint Programs

	Number of Years	Campaign Goal
Joint Programs		
Total Private:	15	15
Median	7.0	\$805,000,000
Mean	7.3	\$892,666,667
Total Public:	20	19
Median	6.0	\$300,000,000
Mean	6.7	\$329,745,000
All Joint Programs:	35	34
Median	7.0	\$500,000,000
Mean	6.9	\$578,092,794

Table 15(d): Campaign Length and Goal – All Institutions

	Number of Years	Campaign Goal
All Institutions		
Total Private:	34	34
Median	7.0	\$700,000,000
Mean	6.8	\$780,647,059
Total Public:	38	34
Median	6.0	\$202,000,000
Mean	6.3	\$323,678,824
All Institutions:	72	68
Median	7.0	\$410,000,000
Mean	6.6	\$552,162,941

Appendix A Development Leadership Committee

Kathleen Kane, J.D. (Chair)
Executive Vice President of Development and
External Affairs
City of Hope National Medical Center

Michael Brennan
Assistant Vice Chancellor, Health Sciences
Development (formerly)
David Geffen School of Medicine at UCLA

Randy Farmer, Ed.D.
Executive Associate Vice Chancellor
Vanderbilt University School of Medicine

Lynn K. Hogan, Ph.D.
Associate Vice President for Development and
Alumni Relations
University of Washington School of Medicine

Jancy L. Houck
Associate Vice President for Development and
Director of Medical Development
Yale University

Patrick B. Mulvey, CFRE
Vice President for Development
The University of Texas M.D. Anderson
Cancer Center

Anke Nolting, Ph.D.
Associate Dean for Development and
Alumni Relations
Columbia University
College of Physicians and Surgeons

Allen Peckham
Chief Development Officer
Partners HealthCare System

Michele Schiele
Vice President and Associate Dean
Medical Center Development
University of Chicago Medical Center

James Thomas
Associate Vice President of Medical
Development
University of Michigan

AAMC Staff:

Chris Tucker
Director, Institutional Advancement
Executive Secretary
Group on Institutional Advancement

Alan Liu
Software Engineer
Office of Information Resources

Elisa K. Siegel
Chief Communications Officer

Hong Zhu
Manager, Software Applications

Michelle DeVasconcelos
Senior Administrative Associate
Institutional Advancement

GG+A Staff:

G. Robert Alsobrook
Senior Executive Vice President and
Managing Director

Abigail Christensen
Project Consultant in Philanthropic
Analytics

Appendix B Listing of 2008 Survey Participants

Medical Schools

Albert Einstein College of Medicine
Baylor College of Medicine
Boonshoft School of Medicine
Boston University School of Medicine
Case Western Reserve University School of Medicine
Columbia University College of Physicians and Surgeons
East Carolina University Medical & Health Sciences Foundation, Inc.
East Tennessee State University, James H. Quillen College of Medicine
Eastern Virginia Medical School
Florida International University College of Medicine
Florida State University College of Medicine
Georgetown University
Harvard Medical School
Indiana University School of Medicine
Keck School of Medicine of USC
Loma Linda University School of Medicine
Medical College of Wisconsin
Meharry Medical College
Michigan State University College of Human Medicine
Minnesota Medical Foundation
Morehouse School of Medicine
New York Medical College
Northeastern Ohio Universities College of Medicine
Northwestern University Feinberg School of Medicine
Ponce School of Medicine
Saint Louis University School of Medicine
School of Medicine at UAB
Southern IL University School of Medicine
SUNY at Buffalo
Texas A&M Health Science Center College of Medicine
Texas Tech University Health Sciences Center
The University of Texas Health Science Center at Houston
Tufts University School of Medicine
UF College of Medicine
UMDNJ-Robert Wood Johnson Medical School
Universidad Central del Caribe - School of Medicine
University of British Columbia, Faculty of Medicine

University of Central Florida College of Medicine
University of Cincinnati College of Medicine
University of Hawaii John A. Burns School of Medicine
University of Maryland School of Medicine
University of Massachusetts Medical School
University of Missouri-Kansas City School of Medicine
University of Nevada School of Medicine
University of New Mexico Medical School
University of Oklahoma College of Medicine
University of Puerto Rico School of Medicine
University of South Carolina School of Medicine
University of Texas Health Science Center San Antonio
University of Vermont College of Medicine
University of Wisconsin School of Medicine and Public Health
Virginia Commonwealth University School of Medicine
Washington University School of Medicine
Wayne State University School of Medicine
Weill Cornell Medical College
West Virginia University School of Medicine
Yale School of Medicine

Teaching Hospitals

Barnes-Jewish Hospital
Beth Israel Deaconess Medical Center
Beth Israel Medical Center
Boston Medical Center
Brigham and Women's Hospital
Cedars-Sinai Medical Center
Children's Medical Center Dallas
Christiana Care Health System
City of Hope
Good Samaritan Hospital
Greenville Hospital System
Hartford Hospital
Hospital for Special Surgery
Lehigh Valley Health Network
Maine Medical Center
Massachusetts General Hospital
Memorial Sloan-Kettering Cancer Center
New York-Presbyterian Hospital
Parkland Health & Hospital System
The Methodist Hospital
Tufts Medical Center

University of Maryland Medical Center
University of Texas M.D. Anderson Cancer Center
William Beaumont Hospitals
Women & Infants' Hospital
Yale-New Haven Hospital

Joint Programs

Albany Medical Center Foundation
Cleveland Clinic
Creighton University School of Medicine
Dartmouth Hitchcock Medical Center
David Geffen School of Medicine at UCLA
Drexel University College of Medicine
Duke Medicine
Emory School of Medicine and Emory Hospitals
Johns Hopkins Medicine
Kansas University Medical Center
Loyola University Medical Center
Mayo Clinic
Medical College of Georgia/MCGHealth
Medical University of South Carolina
NYU Langone Medical Center
Ohio State University
OHSU Foundation
Penn State Milton S. Hershey Medical Center and College of Medicine
Rush University Medical Center
Stanford University Medical Center
Stony Brook University Medical Center
SUNY-Downstate Medical Center
The Mount Sinai Medical Center
The University of Toledo
Thomas Jefferson University and Thomas Jefferson University Hospital
University of Arkansas for Medical Sciences
University of California, Davis, Health System
University of California, Irvine
University of California, San Diego
University of California, San Francisco
University of Chicago Medical Center
University of Colorado School of Medicine
University of Connecticut, Health Center
University of Iowa Roy J. and Lucille A. Carver College of Medicine (Iowa City, IA)
University of Kentucky Medical Center

University of Louisville
University of Miami Leonard M. Miller School of Medicine
University of Michigan Medical School
University of Mississippi Medical Center
University of Missouri Health System
University of North Carolina School of Medicine
University of Pennsylvania Health System
University of Pittsburgh School of Medicine/UPMC
University of Rochester Medical Center
University of South Alabama
University of Tennessee, Health Science Center
University of Texas Medical Branch, Galveston
University of Utah
University of Virginia School of Medicine
University of Washington Medicine
Upstate Medical University (Syracuse, NY)
UT Southwestern Medical Center
Vanderbilt Medical Center
Wake Forest University Baptist Medical Center