



AAMC

Tomorrow's Doctors, Tomorrow's Cures®

2019 Annual Development Survey

Executive Summary

August 2020

2019 Annual Development Survey

Executive Summary

(Reporting 2018-2019 Gift Year Data as of August 27, 2020)

Prepared with the assistance of Grenzebach Glier and Associates (GG+A)
August 2020

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Overview

Each year, the Association of American Medical Colleges (AAMC) undertakes 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 that serves as a management tool for medical school deans and teaching hospital CEOs to assess the effectiveness of their institutional development programs. 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.

AAMC staff oversee the administration of the survey, in support of the fundraising activities at member institutions. The AAMC Development Leadership Committee, comprising 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 2019 survey representing the 2018-2019 gift year as of August 27, 2020 are presented in this report. Access to institution-specific data is only available to the leadership of participating institutions and survey participants.

For additional information about the survey or the AAMC's fundraising support efforts, contact:

Jennifer L. Blanck, MEd, MSWB
Director, Constituent Engagement: Group on Institutional Advancement
Association of American Medical Colleges
(202) 862-6015
jblanck@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.

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

Data were submitted by 113 institutions reporting development program activity for 2018-2019. In cases where an institution did not provide information in a particular data field, the sample size undergoing analysis was reduced accordingly. Data were submitted through an online survey administered by AAMC from January through March 2020.

The executive summary highlights survey data analyzed from these 113 responding institutions – 52 **private** and 61 **public** – that are presented in tabular overviews. Responses represented the following institution types: 49 medical schools, 16 teaching hospitals, and 48 joint programs. (See Appendix B for a list of all responding institutions included in the analysis.)

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

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

	Joint Programs			Medical Schools			Teaching Hospitals			Grand Total
	Private	Public	Total	Private	Public	Total	Private	Public	Total	
Midwest	3	6	9	5	8	13	2	1	3	25
Northeast	11	3	14	9	4	13	8	n/a	8	35
South	4	10	14	4	13	17	2	1	3	34
West	2	9	11	n/a	6	6	2	n/a	2	19

Key Highlights and Consultant Observations

The following highlights and observations are based on the development activity reported in the 2019 survey data:

- **Among all reporting institutions, mean philanthropic support increased in 2019** – The mean total private support among **all reporting institutions** increased by 16%, from \$74.4 million in 2018 to \$86.2 million in 2019. **Public institutions** experienced an increase from \$52.8 million in 2018 to \$62.3 million in 2019, while total private support among **private institutions** increased from a mean of \$103 million in 2018 to \$113.8 million in 2019.
- **Current operations continued to be the largest category of private support gifts** – For all reporting institutions, the mean of current operations gifts increased from \$52.4 million in 2018 to \$58.9 million in 2019. Unrestricted gifts accounted for 11.1% of total support dedicated to current operations in 2019, up from 10.9% in 2018.
- **Individuals who are not alumni or staff of medical schools or teaching hospitals remained the largest segment of individual donors** – Of the mean total private support gifts by individuals received in 2019, 83 percent were contributed by other individuals; many of these gifts are likely made by patients and/or family members of patients. All institutions received a mean of \$23.2 million in support from all non-alumni and non-staff individuals. Per non-alumni, non-staff donors, these other individuals contributed gifts averaging \$4,728. Comparatively, the mean gift from medical school alumni was \$1,923.
- Among **institutional gift sources**, the 2019 mean gift from corporations was \$46,350; the mean gift from family foundations was \$111,289; and the mean gift from other private foundations was \$168,801. The mean gift from foundations including family foundations was \$137,332.

In 2019, the mean of the gift among all institutional sources collectively – corporations, personal/family foundations, other private foundations, and other institutions – was \$57,681 per institutional donor.

- **Scholarship gifts increased** – Private institutions continue to receive significantly more gifts for scholarship support compared to public institutions, with differences in median of \$2.4 million versus \$1.1 million, respectively in 2019. Gifts to scholarships decreased for private institutions somewhat from a 2018 median of \$2.8 million; public institutions saw no significant change.
- **The number of fundraising staff FTEs at private institutions continued to be larger than those at public institutions** – median differences were 23 FTEs versus 12 FTEs. Staffing levels stayed consistent for **private institutions** and **public institutions** from 2018, when **private and**

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public institutions also had medians of 23 and 12 FTEs, respectively. Among **all institutions**, total development program staffing increased slightly from a median of 32 in 2018 to 34 in 2019.

- **Average fundraising costs increased** – Total fundraising costs had a mean of \$8.9 million in 2019 among **all institutions**, marking a slight increase from the \$8.7 million in total costs reported for 2018 (as reported by the 2019 participating institutions).
- **Personnel costs increased** – The 2019 median of total personnel cost for all institutions of \$3.6 million represents an increase from the 2018 median of \$3.1 million (as reported by the 2019 participating institutions).
- **Number of \$1 million+ gifts** – Data for 2019 reflect 1,677 outright cash gifts and new pledged gifts/commitments, including 660 outright cash gifts and 1,017 new pledged gifts/commitments. This compares to 1,593 gifts of \$1 million+ reported in the previous year.
- **Cost per dollar raised (CPDR)** – As currently calculated for all institutions, the median CPDR decreased slightly to \$0.11 in 2019, from \$0.13 in 2018.
- **More than one-half of the institutions were involved in a campaign** – 57% of the institutions surveyed reported being involved in a campaign in 2019, representing a slightly lower proportion of institutions reporting the same in the 2018 survey (63%). **Joint programs** reported a median campaign goal of \$1 billion, **medical schools** had a median goal of \$245 million, and **teaching hospital** respondents' median goal was \$1 billion. The median campaign length for **all institutions** was eight years, slightly higher than what was reported in 2018.
- **The philanthropic environment** – The survey data in this executive summary represent development activity prior to the COVID-19 pandemic. Data in this year's annual development survey contain many indicators that overall philanthropic support received by academic medical institutions increased year over year. The upward trend in philanthropic support of AAMC institutions is indicated by a 14% percent growth in total private support reported in 2019 over 2018. Increases in funding for development programs, in both staff support and operations support reflect, in part, institutional leadership's confidence that investments in development programming prove worthwhile.

As academic medical centers and teaching hospitals address the challenges of COVID-19, development programs have transitioned to new methods of interacting with donors and volunteers. As is the case with other programs and operations in healthcare and academic medicine institutions, the manner of conducting the business of development and fundraising has changed significantly—for example: most gift officer travel to see donors in-person has ceased or is drastically curtailed; nearly all in-person events are cancelled although there are efforts to host some of these virtually; and almost all development staff operate remotely with little

expectation of returning to their office surroundings before late 2020, if then.

A compelling philanthropic case for support of academic medical centers and teaching hospitals is based largely on advancing the fields of medicine and science. These fields are vast and cover a wide-range of programs focused on the education, research, and clinical care programs of AAMC's member institutions. Even during this period of the pandemic, many donors continue to express strong interest in partnering with academic medicine and healthcare institutions at all levels with their philanthropy. Many institutions established funds to support needs arising out of COVID-19. Support is being raised for research, gifts have been received for personal protection equipment for healthcare workers, and funds are being raised to minimize financial challenges of medical students tied to the impact of the pandemic.

Next year's survey reporting 2019-2020 gift data will provide insight into the initial impact of the pandemic on fundraising for AAMC member institutions. While it seems reasonable to anticipate some declines in future philanthropic support, given past fundraising experiences during periods of national and global crises, it also is reasonable to suggest that philanthropy at all levels will continue to help make advances in academic medicine and healthcare possible.

Data Observations and Summaries

This analysis of data received from 113 institutions for 2019 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 29 tables and graphs for all three institution types: **medical schools**, **teaching hospitals**, and **joint programs**. Respective sample sizes for **private**, **public**, and **all institutions** have also been provided where helpful. For all bar charts, the data are represented as a mean.

Total Private Support

Tables 2 (a-c), 3 (a-e), 4 (a-c), and 5 (a-e) display total private support by gift designations and donor sources, as well as the mean gift per donor source. *Tables 4 (a-c)* display data summaries about the gift activity of MD alumni in both medical school and joint program institution types, which is information first captured in the 2005 survey process. Additionally, *Graphs 2(b), 3(b), 3(d), 5(b) and 5(d)* reflect the percentage of total private support by gift designations and donor sources.

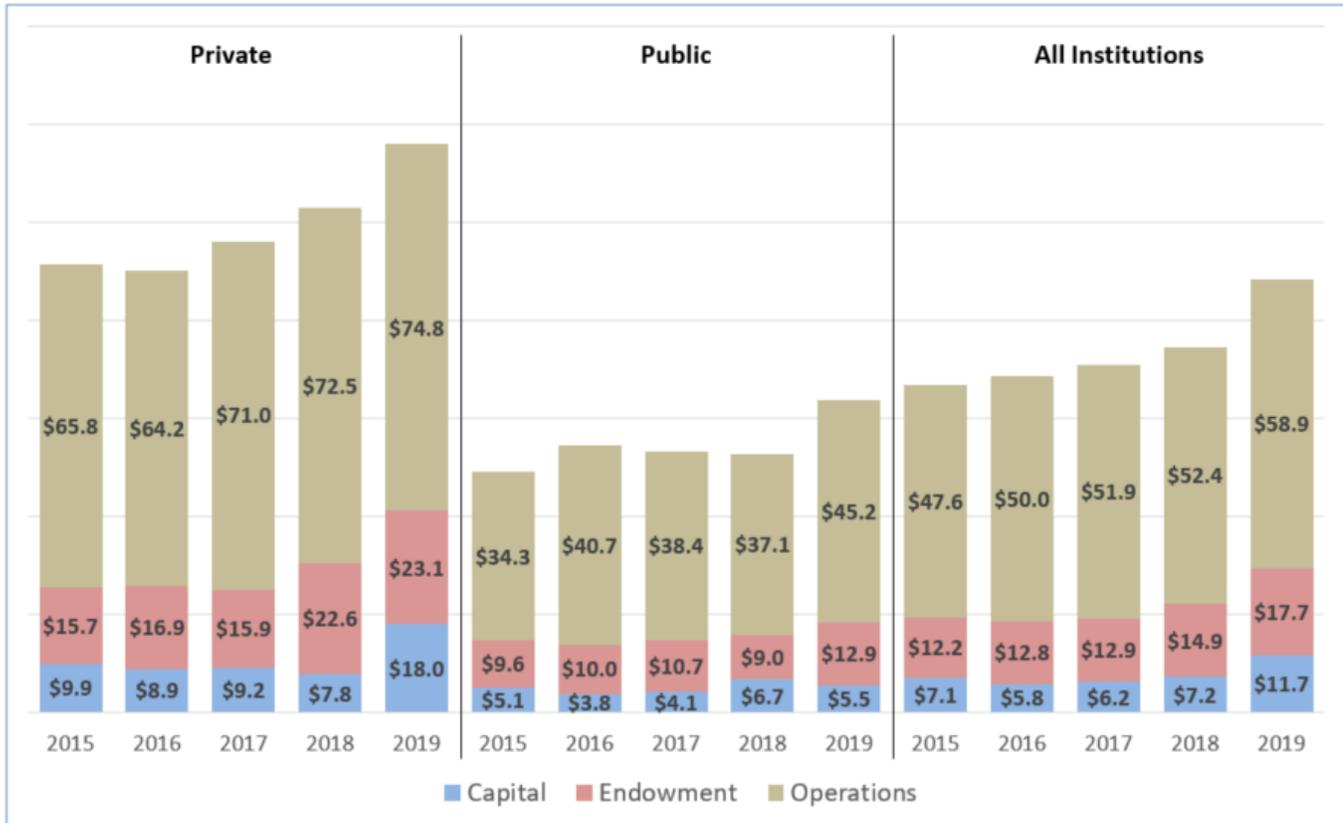
- The median total private support for **all institutions** in 2019 of \$42.1 million represents an increase from the 2018 median of \$37 million. The 2019 mean of \$86.2 million for total private support for **all institutions** was an amount 16 percent above the mean of \$74.4 million reported in the 2018 survey.
- The 2019 median total private support for **public institutions** of \$28.7 million is a 10.8 percent increase from the median of \$25.9 million reported in the 2018 survey data. Also, the 2019 mean for **public institutions** of \$62.3 million represented a 18 percent increase from the previous year of \$52.8 million.
- Median total private support among **private institutions** in 2019 was \$61.8 million, representing a decrease of .5 percent from the \$62.1 million reported in 2018. The 2019 mean of \$113.8 million among the **private institutions** was an increase of 10.5 percent from the \$103 million mean recorded in 2018.

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

	Current Operations	Endowment	Capital Gifts	Total
Number of Private Institutions Reporting Data	51	51	45	51
Number of Public Institutions Reporting Data	59	59	45	59
Number of All Institutions Reporting Data	110	110	90	110
Private Median	\$39,791,663	\$12,501,417	\$5,548,735	\$61,790,417
Public Median	\$19,107,125	\$5,864,032	\$802,580	\$28,652,829
All Median	\$29,526,210	\$8,382,567	\$1,781,843	\$42,053,580
Private Mean	\$74,791,526.62	\$23,130,722.65	\$17,957,777.62	\$113,767,347.17
Public Mean	\$45,148,937.21	\$12,928,419.67	\$5,503,561.85	\$62,274,988.80
All Mean	\$58,892,319.57	\$17,658,578.32	\$11,730,669.73	\$86,148,718.59

- Among **all participating institutions**, gifts designated to current operations continue to capture the greatest proportion of total private support, followed by gifts for endowment and capital needs. Based upon the 2019 means, current operations gifts accounted for 68.4 percent of total private support, gifts for endowment 20.5 percent, and capital gifts 13.6 percent.

Graph 2(b): Total Private Support by Gift Designation



- Unrestricted gifts accounted for a mean of 11.1 percent of all support designated to current operations. **Public institutions** reported a lower proportion of unrestricted gifts with a mean of 6.3 percent compared to **private institutions**, which was a mean of 13.6 percent.

Table 2(c): Unrestricted Gifts to Current Operations

	Gifts to Current Operations (Unrestricted)	Gifts to Current Operations Total	Percentage of Current Operations (Unrestricted)
Number of Private Institutions Reporting Data	50	51	51
Number of Public Institutions Reporting Data	50	59	59
Number of All Institutions Reporting Data	100	110	110
Private Median	\$2,881,446	\$39,791,663	7.2%
Public Median	\$509,227	\$19,107,125	2.7%
All Median	\$1,564,719	\$29,526,210	5.3%
Private Mean	\$10,179,272.75	\$74,791,526.62	13.6%
Public Mean	\$2,865,863.17	\$45,148,937.21	6.3%
All Mean	\$6,522,567.96	\$58,892,319.57	11.1%

Individual Gifts

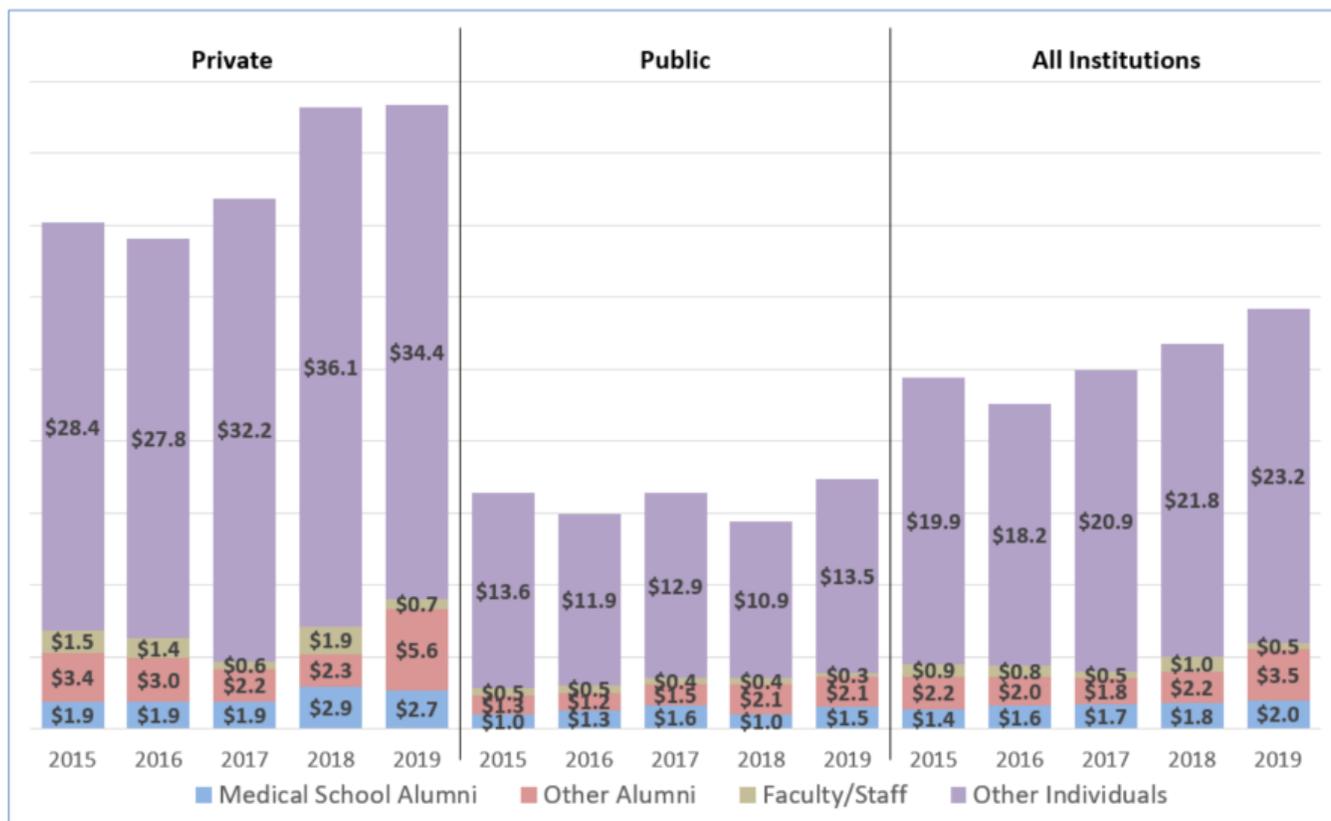
- Individuals who are not alumni or medical staff/faculty (designated as the “Other Individuals” category in the AAMC survey) contributed a mean of 83 percent of all individual gifts received by **all institutions** in 2019.

Table 3(a): Total Private Support from Individuals

	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	Other Individuals	All Individuals	International Donors*
Number of Private Institutions Reporting Data	40	35	47	51	51	31
Number of Public Institutions Reporting Data	55	56	55	59	59	32
Number of All Institutions Reporting Data	95	91	102	110	110	63
Private Median	\$1,585,314	\$892,106	\$418,165	\$18,675,883	\$20,075,358	\$273,272
Public Median	\$727,896	\$286,810	\$246,659	\$3,438,900	\$5,048,283	\$35,475
All Median	\$1,030,654	\$435,337	\$317,421	\$7,659,035	\$13,285,687	\$103,600
Private Mean	\$2,654,945	\$5,630,329	\$652,934	\$34,370,270	\$40,918,254	\$1,499,124
Public Mean	\$1,499,088	\$2,143,546	\$344,368	\$13,537,889	\$17,290,918	\$962,210
All Mean	\$1,985,765	\$3,484,616	\$486,550	\$23,196,538	\$28,245,410	\$1,226,405

*New data point as of FY2019. Not mutually exclusive.

Graph 3(b): Total Private Support from Individuals



Individual Gifts Including Personal/Family Foundations

- The following charts represent data of personal/family foundation giving in the context of individual giving. Several institutions include personal/family foundations in gift counts of individuals, rather than organizations. To see organizational giving without personal/family foundations, please see *Table 5(c)* and *Graph 5(d)*.

Table 3(c): Total Private Support from Individuals Including Personal/Family Foundations

	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	Other Individuals	Personal/Family Foundations	All Individuals
Number of Private Institutions Reporting Data	40	35	47	51	49	51
Number of Public Institutions Reporting Data	55	56	55	59	52	59
Number of All Institutions Reporting Data	95	91	102	110	101	110
Private Median	\$1,585,314	\$892,106	\$418,165	\$18,675,883	\$7,418,579	\$20,075,358
Public Median	\$727,896	\$286,810	\$246,659	\$3,438,900	\$1,345,932	\$5,048,283
All Median	\$1,030,654	\$435,337	\$317,421	\$7,659,035	\$3,052,053	\$13,285,687
Private Mean	\$2,654,945	\$5,630,329	\$652,934	\$34,370,270	\$16,678,234	\$40,918,254
Public Mean	\$1,499,088	\$2,143,546	\$344,368	\$13,537,889	\$9,941,825	\$17,290,918
All Mean	\$1,985,765	\$3,484,616	\$486,550	\$23,196,538	\$13,209,984	\$28,245,410

Graph 3(d): Total Private Support from Individuals including Personal/Family Foundations

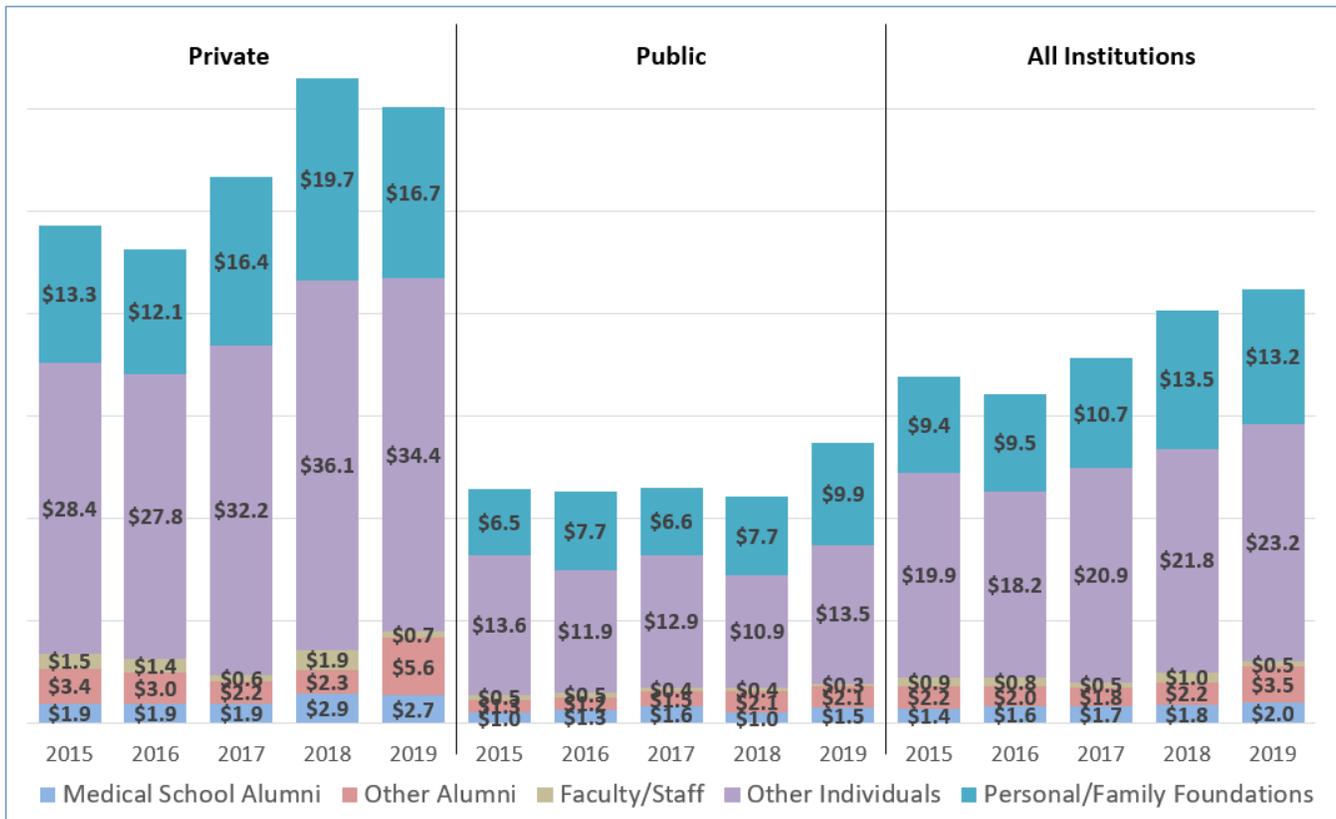


Table 3(e): Mean Gift per Individual

	Mean Medical School Alumni Gift	Mean Other Institutional Alumni Gift	Mean Faculty/Staff Member Gift	Mean Other Individual Gift	Mean All Individual Gift
Number of Private Institutions Reporting Data	40	35	47	51	51
Number of Public Institutions Reporting Data	54	55	54	58	58
Number of All Institutions Reporting Data	94	90	101	109	109
Private Mean	\$1,988	\$9,020	\$2,974	\$5,674	\$3,494
Public Mean	\$1,875	\$2,459	\$1,750	\$3,895	\$2,815
All Mean	\$1,923	\$5,010	\$2,320	\$4,728	\$3,133

Alumni Giving

- Based upon the 2019 data, for **medical school alumni**, the mean gift size of \$1,923 was down from the mean of \$2,349 reported for 2018.
- The median number of MD alumni donors making unrestricted gifts of \$1,000 and larger for **all medical schools** was 40. The median number of solicitable MD alumni for **all medical schools** was 5,056, whereas the median number of solicitable MD alumni for **all joint programs** was 6,460. The median number of MD alumni donors making gifts of \$1,000 and larger was 66 for **all joint programs**.
- For **all medical schools**, the median number of MD alumni making restricted gifts of any size for current operations and/or for endowment was 185; the median for unrestricted gifts was 258 for this category of alumni giving.
- For **all joint programs**, the median number of MD alumni making restricted gifts of any size for current operations and/or for endowment was 479; the median for unrestricted gifts was 311 for this category of alumni giving.

Table 4(a): MD Alumni Giving – Medical Schools

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	17	17	17	17	17
Number of Public Institutions Reporting Data	29	23	25	23	22
Number of All Institutions Reporting Data	46	40	42	40	39
Private Median	7,504	137	242	619	\$576,206
Public Median	3,625	14	156	74	\$34,044
All Median	5,056	40	185	258	\$121,777
Private Mean	6,356	183	497	688	\$1,114,431
Public Mean	4,488	34	244	223	\$119,586
All Mean	5,179	97	346	420	\$553,236

Table 4(b): MD Alumni Giving – Joint Programs

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	19	17	19	18	17
Number of Public Institutions Reporting Data	27	21	27	24	23
Number of All Institutions Reporting Data	46	38	46	42	40
Private Median	5,915	86	478	462	\$373,463
Public Median	7,658	47	479	180	\$146,612
All Median	6,460	66	479	311	\$220,224
Private Mean	6,831	101	441	459	\$555,759
Public Mean	7,409	75	596	386	\$350,355
All Mean	7,170	86	532	417	\$437,652

Table 4(c): MD Alumni Giving – All Institutions

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	36	34	36	35	34
Number of Public Institutions Reporting Data	56	44	52	47	45
Number of All Institutions Reporting Data	92	78	88	82	79
Private Median	6,354	114	449	509	\$407,914
Public Median	5,789	23	238	106	\$79,476
All Median	6,207	53	313	278	\$155,373
Private Mean	6,607	142	467	570	\$835,095
Public Mean	5,897	54	427	306	\$237,534
All Mean	6,175	92	443	419	\$494,712

Corporation and Foundation Giving

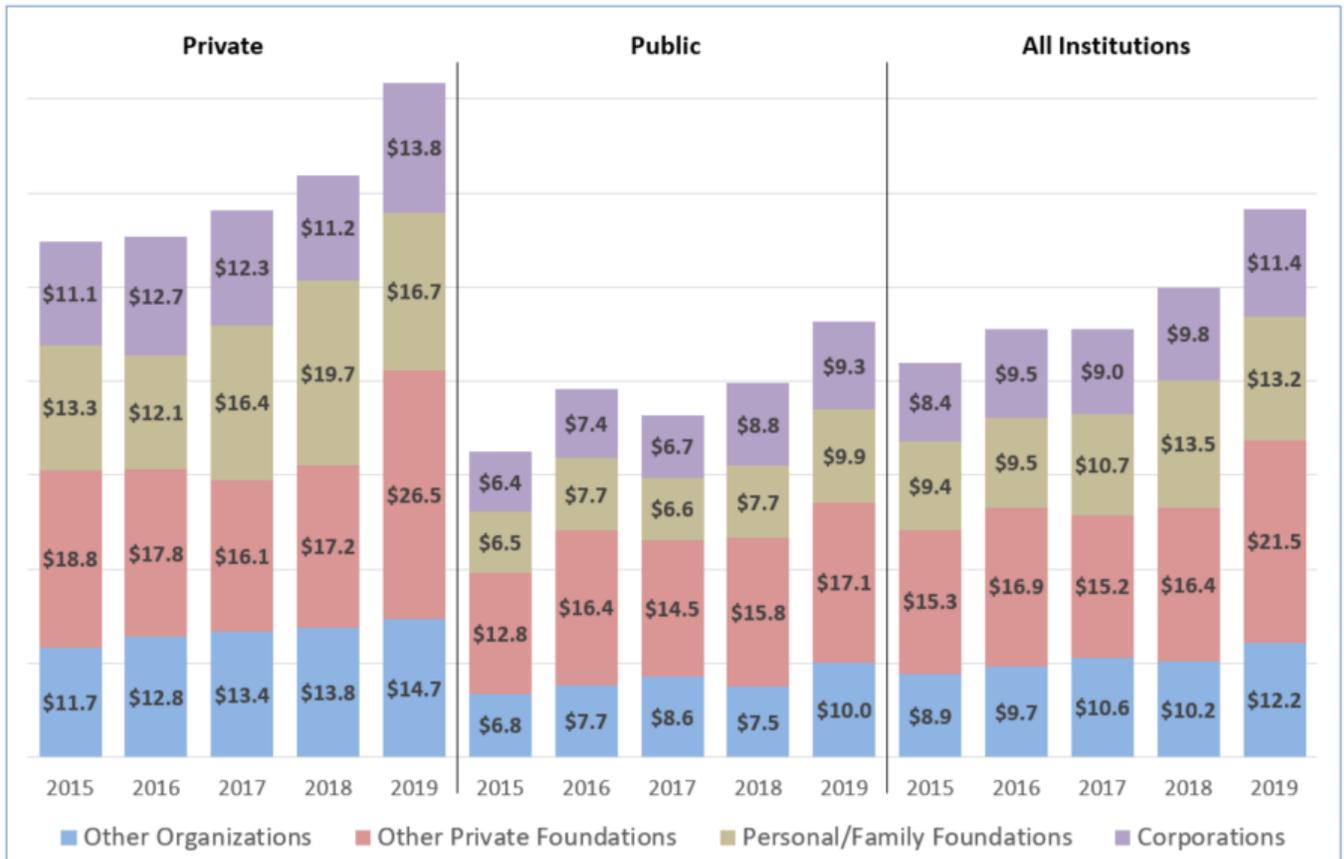
- Support received from foundations, which includes personal/family and other private foundations, continues to exceed the support received from corporations. In the 2019 survey data, the **median and mean of support received for all institutions including all foundations** (personal/family and other private foundations) was \$27.3 million and \$56.3 million, respectively. The average gift size per personal/family foundation was \$111,289 and the average gift per other private foundation was \$168,801. Comparatively, the mean gift per corporation was \$46,350.
- In 2019, the mean of gifts among all institutional sources collectively – corporations, personal/family foundations, other private foundations, and other organizations – was \$57,681 per institutional donor, respectively.

Table 5(a): Total Private Support from Organizations

	Corporations	Personal/ Family Foundations	Other Private Foundations	Other Organizations	All Organizations	Donor Advised Funds*
Number of Private Institutions Reporting Data	51	49	50	50	51	28
Number of Public Institutions Reporting Data	59	52	57	58	59	41
Number of All Institutions Reporting Data	110	101	107	108	110	69
Private Median	\$7,548,367	\$7,418,579	\$12,473,410	\$7,081,890	\$33,393,861	\$907,475
Public Median	\$3,387,604	\$1,345,932	\$4,753,999	\$2,838,433	\$19,597,161	\$484,104
All Median	\$4,934,841	\$3,052,053	\$7,769,037	\$5,004,962	\$27,306,409	\$515,871
Private Mean	\$13,819,643	\$16,678,234	\$26,489,762	\$14,705,710	\$70,231,547	\$2,790,253
Public Mean	\$9,280,425	\$9,941,825	\$17,076,685	\$9,961,594	\$44,333,278	\$3,164,735
All Mean	\$11,384,972	\$13,209,984	\$21,475,319	\$12,157,944	\$56,340,657	\$3,012,772

*New data point as of FY2019. Not mutually exclusive.

Graph 5(b): Total Private Support from Organizations



Organizational Gifts Excluding Personal/Family Foundations

- The following charts represent data of organizational giving without personal/family foundations. To see individual giving with personal/family foundations, please see *Table 3(c)* and *Graph 3(d)*.

Table 5(c): Total Private Support from Organizations (Excluding Personal/Family Foundations)

	Corporations	Other Private Foundations	Other Organizations	All Organizations
Number of Private Institutions Reporting Data	51	50	50	51
Number of Public Institutions Reporting Data	59	57	58	59
Number of All Institutions Reporting Data	110	107	108	110
Private Median	\$7,548,367	\$12,473,410	\$7,081,890	\$33,393,861
Public Median	\$3,387,604	\$4,753,999	\$2,838,433	\$19,597,161
All Median	\$4,934,841	\$7,769,037	\$5,004,962	\$27,306,409
Private Mean	\$13,819,643	\$26,489,762	\$14,705,710	\$70,231,547
Public Mean	\$9,280,425	\$17,076,685	\$9,961,594	\$44,333,278
All Mean	\$11,384,972	\$21,475,319	\$12,157,944	\$56,340,657

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Graph 5(d): Total Private Support from Organizations (Excluding Personal/Family Foundations)

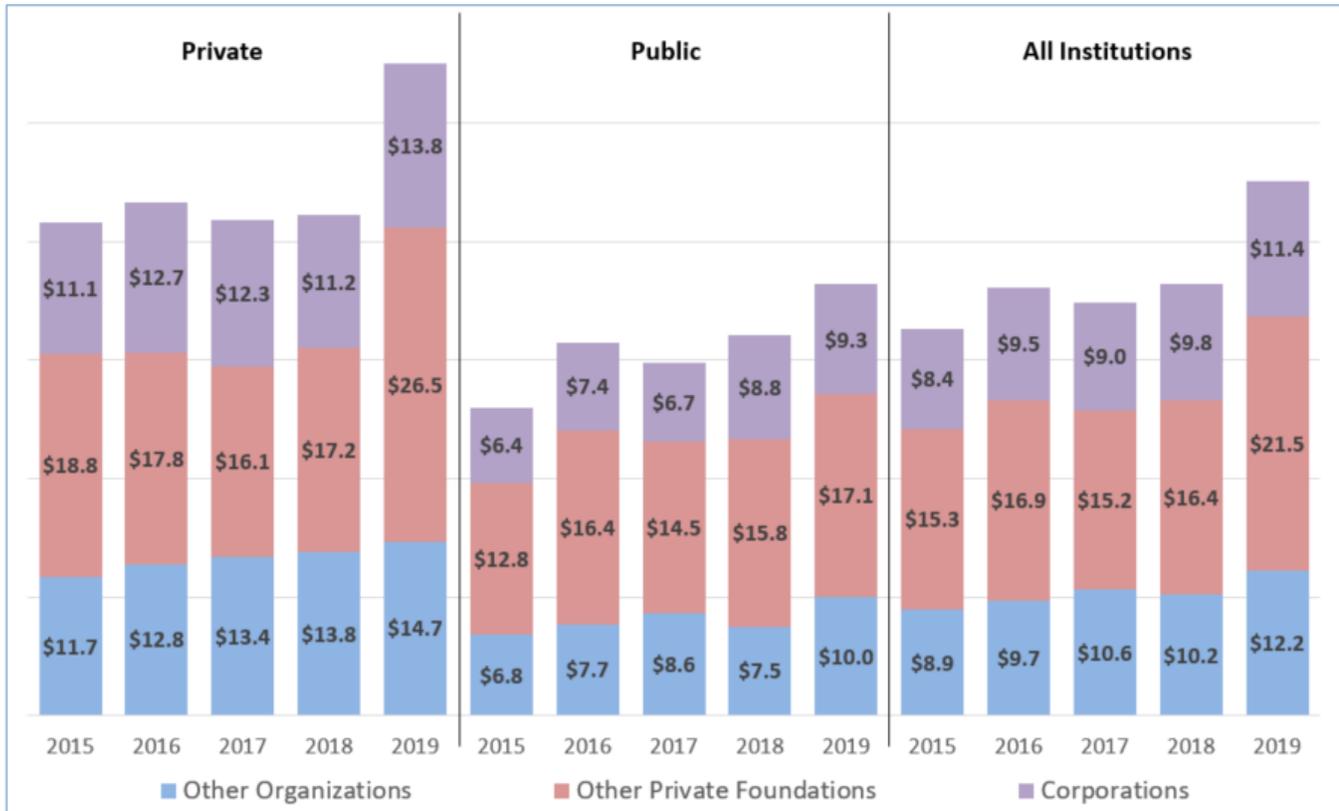


Table 5(e): Mean Gift per Organization

	Corporate Gift	Personal/Family Foundation Gift	Other Foundation Gift	Other Organization Gift
Number of Private Institutions Reporting Data	51	49	50	50
Number of Public Institutions Reporting Data	58	52	56	57
Number of All Institutions Reporting Data	109	101	106	107
Private Mean	\$46,397	\$98,772	\$169,457	\$114,521
Public Mean	\$46,309	\$123,084	\$168,216	\$75,692
All Mean	\$46,350	\$111,289	\$168,801	\$93,837

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\$1 Million+ Gifts

Tables 6 (a-c) display data for \$1 million+ gift activity (i.e., cash gifts and new pledged gift commitments of \$1.0 million or larger).

- 1,677 outright cash gifts and new pledged gifts/commitments, including 660 outright cash gifts and 1,017 new pledged gifts/commitments.

Table 6(a): Total Number of \$1 Million+ Gifts (Outright New Cash)

	Outright Cash Gifts: \$1M to \$4.9M	Outright Cash Gifts: \$5M to \$9.9M	Outright Cash Gifts: \$10M to \$24.9M	Outright Cash Gifts: \$25M to \$49.9M	Outright Cash Gifts: \$50M+	Outright Cash Gifts: \$1M+ Total
Number of Gifts Reported by Private Institutions Private Number of Gifts	229	17	9	3	4	262
Number of Gifts Reported by Public Institutions	327	34	20	7	10	398
Number of Gifts Reported by All Institutions	556	51	29	10	14	660

Table 6(b): Total Number of \$1 Million+ Gifts (New Pledge Commitments)

	New Pledge Commitments: \$1M to \$4.9M	New Pledge Commitments: \$5M to \$9.9M	New Pledge Commitments: \$10M to \$24.9M	New Pledge Commitments: \$25M to \$49.9M	New Pledge Commitments: \$50M+	New Pledge Commitments: \$1M+ Total
Number of Gifts Reported by Private Institutions Private Number of Gifts	567	75	43	13	5	703
Number of Gifts Reported by Public Institutions	254	29	15	13	3	314
Number of Gifts Reported by All Institutions	821	104	58	26	8	1,017

Table 6(c): Total Number of \$1 Million+ Gifts (Outright New Cash & New Pledge Commitments)

	Outright Cash Gifts and New Pledge Commitments: \$1M to \$4.9M	Outright Cash Gifts and New Pledge Commitments: \$5M to \$9.9M	Outright Cash Gifts and New Pledge Commitments: \$10M to \$24.9M	Outright Cash Gifts and New Pledge Commitments: \$25M to \$49.9M	Outright Cash Gifts and New Pledge Commitments: \$50M+	Outright Cash Gifts and New Pledge Commitments: \$1M+ Total
Number of Gifts Reported by Private Institutions	796	92	52	16	9	965
Number of Gifts Reported by Public Institutions	581	63	35	20	13	712
Number of Gifts Reported by All Institutions	1,377	155	87	36	22	1,677

Development Staff – FTEs

Tables 7 and 8 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 2019 survey data show growth in **total development staff** for **all institutions** with a median of 34 FTEs and a mean of 48 FTEs, compared to the 2018 median of 32 FTEs and mean of 46 FTEs. **Professional fundraising staffing** levels also increased slightly, with a median of 17 FTEs in 2019 and 14 in 2018, and stayed close to the same with a mean of 22 in 2019 and 20 in 2018. The 2019 median for **other fundraising** staff was 11 FTEs, higher than the median of 7 FTEs in 2018.
- Consistent with previous years' reporting, the size of professional staff for 2019 reported by **private institutions** is noticeably larger than that of the **public institutions**. The respective median and mean of **total professional staff for public institutions** were 17 and 26 FTEs, compared with a median of 40 FTEs and a mean of 52 FTEs for **private institutions**.

Table 7: Professional Staff by Function – FTEs

	Fundraising Professional Staff	Other Professional Staff	Professional Staff
Private Median	23	17	40
Public Median	12	6	17
All Median	17	11	27
Private Mean	29	24	52
Public Mean	16	12	26
All Mean	22	18	38

Table 8: Development Staff by Function – FTEs

	Professional Staff	Support Staff	Development Staff
Private Median	40	12	56
Public Median	17	5	22
All Median	27	8	34
Private Mean	52	15	66
Public Mean	26	7	33
All Mean	38	11	48

Fundraising/Development Costs

Personnel and program costs for 2019 are represented in *Table 9* (as reported by the 2019 participating institutions).

- The mean total fundraising costs for **all institutions** increased slightly from \$8.7 million in 2018 to \$8.9 million in 2019.
- Private institutions continue to reflect significantly higher total fundraising costs – more than double the cost reported by public institutions. Among the reporting **public institutions**, the 2019 median of **total fundraising costs** was \$3.2 million, slightly higher than 2018 at \$2.9 million. The 2019 median of **total fundraising costs** for the reporting **private institutions** increased from \$8.7 million to \$8.8 million.
- As has been the case in previous survey years, a majority of total fundraising costs reported are attributed to personnel costs. For **all institutions**, the mean personnel costs in 2019 represented 72% of the mean total fundraising costs, while the 2018 proportion was 60%.

Table 9: Fundraising/Development – Costs

	Personnel Costs	Program Costs	Other Costs	Total Costs
Private Median	\$6,201,448	\$2,112,480	\$966,460	\$8,792,106
Public Median	\$1,932,533	\$657,298	\$535,592	\$3,175,488
All Median	\$3,609,031	\$1,209,562	\$592,814	\$5,562,847
Private Mean	\$8,548,244	\$3,637,172	\$2,586,606	\$12,832,871
Public Mean	\$3,638,930	\$1,689,584	\$951,645	\$5,566,740
All Mean	\$5,887,121	\$2,589,884	\$1,528,690	\$8,863,411

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 10* and *11*. Typically, the cost of fundraising includes costs directly related to fundraising activity and support of fundraising. The CPDR is often viewed as an indicator 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.

- For **all institutions**, the median CPDR decreased to \$0.11 in 2019 from \$0.13 in 2018.
- For reference, over the years this survey has reported a range of median CPDR, from \$0.06 in 1999 (a relatively low figure, due primarily to the small pool of institutions participating in the inaugural year of the project) to a high of \$0.14 seen in 2009, 2014, and 2016.
- By institutional type, the costs of fundraising were highest among **teaching hospitals** in 2019, with a median CPDR of \$0.20 **Medical schools**, by contrast, reported a median CPDR of \$0.10. This variance in cost of fundraising by institutional type is consistent with previous years, and likely resulting from teaching hospital development programs absorbing all or nearly all costs needed to support fundraising operations.

Table 10: Cost of Fundraising

	Total Costs	Total Private Support by Gift Designation	Cost per Dollar Raised
Number of Private Institutions Reporting Data	49	51	49
Number of Public Institutions Reporting Data	59	59	58
Number of All Institutions Reporting Data	108	110	107
Private Median	\$8,792,106	\$61,790,417	\$0.13
Public Median	\$3,175,488	\$28,652,829	\$0.10
All Median	\$5,562,847	\$42,053,580	\$0.11
Private Mean	\$12,832,871	\$113,767,347	\$0.16
Public Mean	\$5,566,740	\$62,274,989	\$0.15
All Mean	\$8,863,411	\$86,148,719	\$0.15

Table 11: CPDR by Institutional Type

	Joint Programs	Medical Schools	Teaching Hospitals	All
Number of Private Institutions Reporting Data	20	15	14	49
Number of Public Institutions Reporting Data	28	28	2	58
Number of All Institutions Reporting Data	48	43	16	107
Private Median	\$0.11	\$0.07	\$0.20	\$0.13
Public Median	\$0.09	\$0.11	\$0.17	\$0.10
All Median	\$0.10	\$0.10	\$0.20	\$0.11
Private Mean	\$0.13	\$0.17	\$0.20	\$0.16
Public Mean	\$0.13	\$0.17	\$0.17	\$0.15
All Mean	\$0.13	\$0.17	\$0.19	\$0.15

Return on Investment

Table 12 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 another data point often used for measuring institutional fundraising performance and assessing development program effectiveness.

- Among **all institutions** in 2019, the median dollar return was \$9.08 with **public institutions** now garnering a slightly higher return than **private institutions** with medians of \$10 and \$7.73 respectively.
- By institutional type, **medical schools** reported the highest returns with a median of \$10.32 followed by **joint programs** at \$9.54, and **teaching hospitals** at \$5.04.

Table 12: Dollars Raised per Total Fundraising Costs

	Joint Programs	Medical Schools	Teaching Hospitals	All
Number of Private Institutions Reporting Data	19	15	14	48
Number of Public Institutions Reporting Data	28	28	2	58
Number of All Institutions Reporting Data	47	43	16	106
Private Median	\$9.11	\$13.65	\$5.04	\$7.73
Public Median	\$11.07	\$9.36	\$16.23	\$10.00
All Median	\$9.54	\$10.32	\$5.04	\$9.08
Private Mean	\$9.44	\$15.95	\$14.20	\$12.86
Public Mean	\$13.89	\$11.99	\$16.23	\$13.05
All Mean	\$12.09	\$13.37	\$14.45	\$12.97

Campaign Activity

Tables 13(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 eight years. The median campaign goal was \$245 million, an amount higher than the 2018 median of \$170 million.
- For **all teaching hospitals**, the median campaign length was seven years, and the median campaign goal was \$1 billion, significantly greater than the \$550 million median reported in 2018.
- For **all joint programs**, the median campaign length was eight years, and the median campaign goal was \$1 billion, up from the 2018 median of \$925 million.
- For **all institutions**, the median campaign length was eight years, and the median campaign goal was \$500 million, up from the 2018 median of \$450 million.

Table 13(a): Campaign Length and Goal – Medical Schools

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	10	10
Number of Public Institutions Reporting Data	15	14
Number of All Institutions Reporting Data	25	24
Private Median	9	\$230,000,000
Public Median	7	\$255,000,000
All Median	8	\$245,000,000
Private Mean	9	\$750,380,000
Public Mean	7	\$307,485,714
All Mean	8	\$492,025,000

Table 13(b): Campaign Length and Goal – Teaching Hospitals

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	8	8
Number of Public Institutions Reporting Data	1	1
Number of All Institutions Reporting Data	9	9
Private Median	8	\$1,380,000,000
Public Median	4	\$100,000,000
All Median	7	\$1,000,000,000
Private Mean	7	\$1,395,000,000
Public Mean	4	\$100,000,000
All Mean	7	\$1,251,111,111

Table 13(c): Campaign Length and Goal – Joint Programs

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	9	8
Number of Public Institutions Reporting Data	24	23
Number of All Institutions Reporting Data	33	31
Private Median	8	\$1,100,000,000
Public Median	8	\$1,000,000,000
All Median	8	\$1,000,000,000
Private Mean	8	\$1,149,344,750
Public Mean	8	\$1,266,645,652
All Mean	8	\$1,236,374,452

Table 13(d): Campaign Length and Goal – All Institutions

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	27	26
Number of Public Institutions Reporting Data	40	38
Number of All Institutions Reporting Data	67	64
Private Median	8	\$875,000,000
Public Median	8	\$500,000,000
All Median	8	\$500,000,000
Private Mean	8	\$1,071,483,000
Public Mean	7	\$882,569,737
All Mean	8	\$959,315,750

APPENDIX A**AAMC DEVELOPMENT LEADERSHIP COMMITTEE:**

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Senior Vice President, Philanthropy
Secretary, The Trustees
Rush University Medical Center

Eric Barritt
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Steven D. Blair
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Vice President and Associate Dean
Medicine and Biological Sciences Development
Senior Associate Vice President University Sciences
University of Chicago

Steven A. Rum
Vice President for Development and Alumni Relations
Fund for Johns Hopkins Medicine

AAMC CONTACTS:

Jennifer L. Blanck
Director, Constituent Engagement
AAMC

Nicole Buckley
Consultant

Sarah Hook-Rogers
Senior Research and Data Analyst
AAMC

Anna Nzongola
Executive Assistant
AAMC

Elisa K. Siegel
Chief Communications and Marketing Officer
AAMC

Madalyn Sistak
Constituent Engagement Specialist
AAMC

Stefanie Wilsey Wisniewski
Manager, Faculty and Compensation Data
AAMC

GG+A CONTACTS:

G. Robert Alsobrook
Senior Consulting Vice President

Jeff Nearhoof
Senior Vice President

Charlotte Davis McGhee
Vice President for Advancement Services

Royal Allan Rarick
Consulting Associate, SurveyLab

APPENDIX B LISTING OF 2019 SURVEY PARTICIPANTS

Medical Schools:

- Boston University School of Medicine
- Brody School of Medicine at East Carolina University
- Case Western Reserve University School of Medicine
- Central Michigan University College of Medicine
- Chicago Medical School at Rosalind Franklin University of Medicine & Science
- Columbia University Vagelos College of Physicians and Surgeons
- Cooper Medical School of Rowan University
- Creighton University School of Medicine
- East Tennessee State University James H. Quillen College of Medicine
- Eastern Virginia Medical School
- Florida State University College of Medicine
- George Washington University School of Medicine and Health Sciences
- Georgetown University School of Medicine
- Harvard Medical School
- Jacobs School of Medicine and Biomedical Sciences at the University at Buffalo
- Louisiana State University School of Medicine in Shreveport
- McGovern Medical School at the University of Texas Health Science Center at Houston
- Meharry Medical College
- Morehouse School of Medicine
- Northeast Ohio Medical University
- Northwestern University The Feinberg School of Medicine
- Rutgers, Robert Wood Johnson Medical School
- Southern Illinois University School of Medicine
- The University of Texas Health Science Center at San Antonio Joe R. and Teresa Lozano Long School of Medicine
- The Warren Alpert Medical School of Brown University
- Tufts University School of Medicine
- University of Arizona College of Medicine

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- University of Arizona College of Medicine - Phoenix
- University of Central Florida College of Medicine
- University of Hawaii, John A. Burns School of Medicine
- University of Kansas School of Medicine
- University of Maryland School of Medicine
- University of Nevada, Reno School of Medicine
- University of New Mexico School of Medicine
- University of North Dakota School of Medicine and Health Sciences
- University of Oklahoma College of Medicine
- University of South Carolina School of Medicine
- University of South Dakota, Sanford School of Medicine
- University of Texas at Austin Dell Medical School
- University of Wisconsin School of Medicine and Public Health
- USF Health Morsani College of Medicine
- Vanderbilt University School of Medicine
- Virginia Tech Carilion School of Medicine
- Washington State University Elson S. Floyd College of Medicine
- Washington University in St. Louis School of Medicine
- Wayne State University School of Medicine
- Weill Cornell Medicine
- West Virginia University School of Medicine
- Yale School of Medicine

Teaching Hospitals:

- Barnes-Jewish Hospital
- Beth Israel Deaconess Medical Center
- Boston Medical Center
- Brigham and Women's Hospital
- Cedars-Sinai Medical Center
- City of Hope's Helford Clinical Research Hospital
- Cleveland Clinic
- Hospital for Special Surgery

- Houston Methodist Hospital
- Lahey Hospital & Medical Center, Burlington
- Maine Medical Center
- Massachusetts General Hospital
- New York-Presbyterian Hospital
- University of Kansas Hospital
- University of Texas M.D. Anderson Cancer Center
- Vanderbilt University Medical Center

Joint Programs:

- Albany Medical College
- Dartmouth-Hitchcock Medical Center
- Duke University Health System
- Emory University School of Medicine
- Icahn School of Medicine at Mount Sinai
- Keck School of Medicine of the University of Southern California
- Mayo Clinic Alix School of Medicine
- Medical College of Georgia at Augusta University
- Montefiore Medical Center
- New York University Grossman School of Medicine
- Northwell Health
- Ohio State University Health System
- Oregon Health & Science University School of Medicine
- Pennsylvania State University College of Medicine
- Robert Larner, M.D., College of Medicine at the University of Vermont
- Ronald Reagan UCLA Medical Center
- Rush Medical College of Rush University Medical Center
- Sidney Kimmel Medical College at Thomas Jefferson University
- Stanford University School of Medicine
- State University of New York Upstate Medical University
- UAMS Medical Center
- UC Irvine Medical Center

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- University of Alabama School of Medicine
- University of California, Davis Medical Center
- University of California, San Diego School of Medicine
- University of California, San Francisco, School of Medicine
- University of Chicago Medical Center
- University of Cincinnati College of Medicine
- University of Colorado Denver | Anschutz Medical Campus
- University of Florida College of Medicine
- University of Iowa Roy J. and Lucille A. Carver College of Medicine
- University of Kentucky College of Medicine
- University of Massachusetts Medical School
- University of Miami Leonard M. Miller School of Medicine
- University of Michigan Medical School
- University of Minnesota Medical School
- University of Missouri-Columbia School of Medicine
- University of North Carolina at Chapel Hill School of Medicine
- University of Pennsylvania Health System
- University of Pittsburgh School of Medicine
- University of Rochester School of Medicine and Dentistry
- University of Texas Medical Branch School of Medicine
- University of Texas Southwestern Medical School
- University of Utah School of Medicine
- University of Virginia School of Medicine
- University of Washington School of Medicine
- Virginia Commonwealth University School of Medicine
- Wake Forest School of Medicine of Wake Forest Baptist Medical Center