



Tomorrow's Doctors, Tomorrow's Cures®

2020 ANNUAL DEVELOPMENT SURVEY REPORT

AUGUST 2021

2020 Annual Development Survey

(Reporting 2019-2020 Gift Year Data)

Prepared with the assistance of Grenzebach Glier and Associates (GG+A)
August 2021

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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 in support to and analysis of the Annual Development Survey is Grenzebach Glier and Associates (GG+A).

Key findings from the 2020 survey representing the 2019-2020 gift year are presented in this report. The data from previous years reflect the data as reported in previous years' reports. 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—

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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 122 institutions reporting development program activity for 2019-2020. 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 the AAMC from January through March 2021.

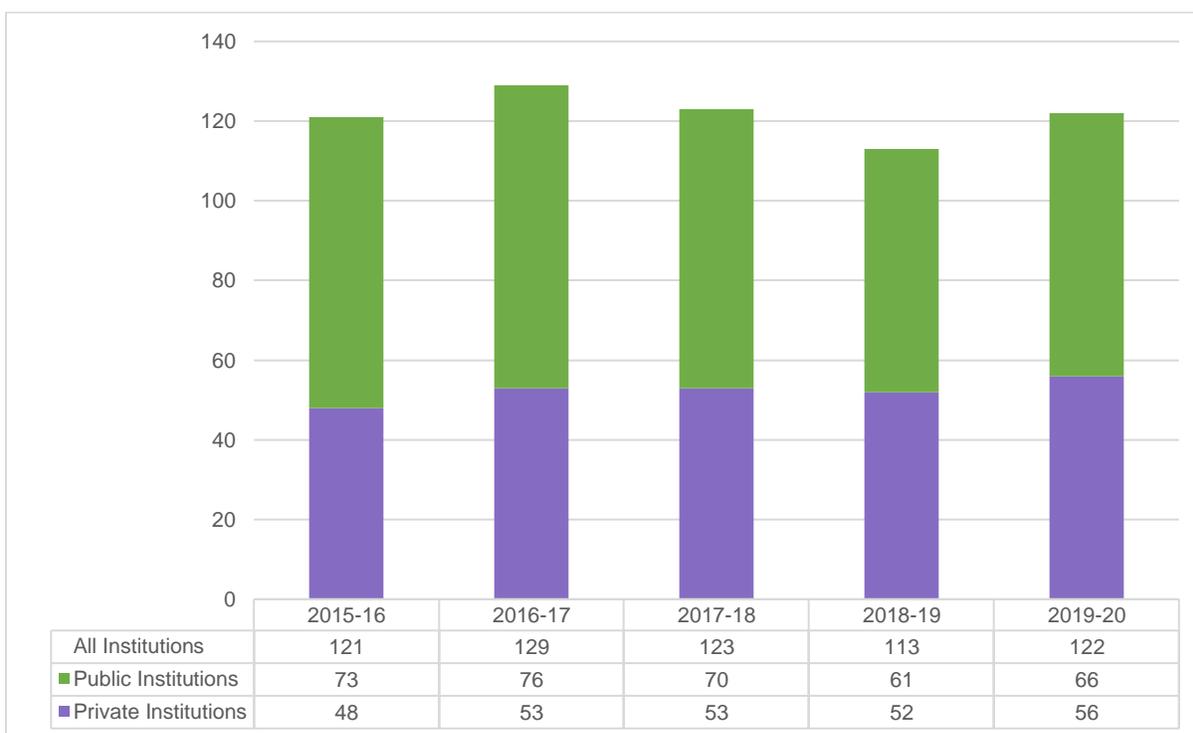
The report highlights survey data analyzed from these 122 responding institutions – 56 **private** and 66 **public** – that are presented in tabular overviews. Responses represented the following institution types: 57 medical schools, 16 teaching hospitals, and 49 joint programs. (See Appendix B for a list of all responding institutions included in the analysis.)

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

Table 1(a): 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	
Central	4	6	10	7	8	15	1	1	2	27
Northeast	13	2	15	7	6	13	8	0	8	36
South	4	10	14	5	17	22	2	2	4	40
West	2	8	10	1	6	7	2	0	2	19
Grand Total	23	26	49	20	37	57	13	3	16	122

Graph 1(b): Participating Institutions

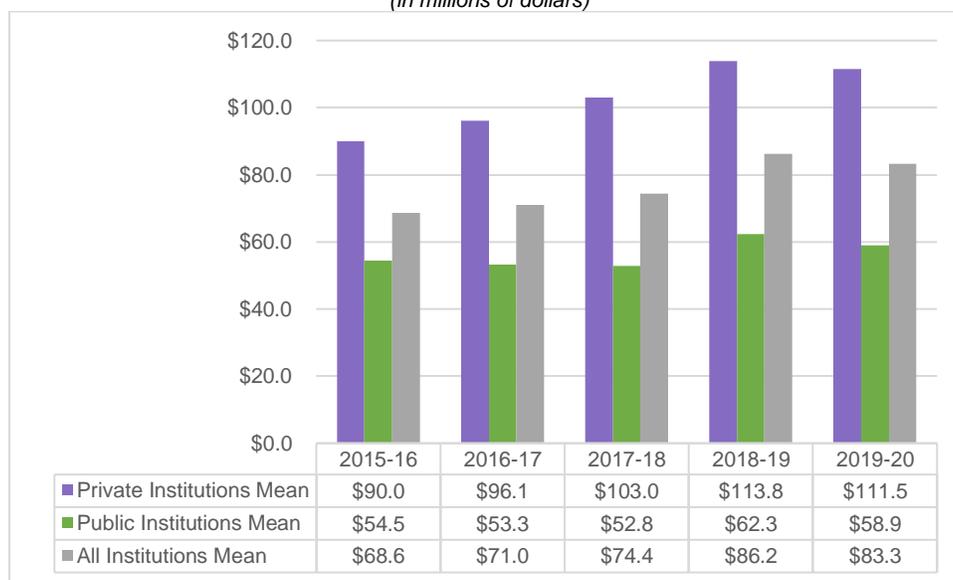


Key Highlights and Consultant Observations

The following highlights and observations are based on the development activity reported in the 2020 survey data:

- Among all reporting institutions, mean philanthropic support decreased in 2020** – The mean total private support among **all reporting institutions** decreased by 3.3%, from \$86.2 million in 2019 to \$83.3 million in 2020. The decrease was seen across both **public institutions** (down from \$62.3 million in 2019 to \$58.9 million in 2020) and **private institutions** (down from \$113.8 million in 2019 to \$111.5 million in 2020).

Private Support
(in millions of dollars)

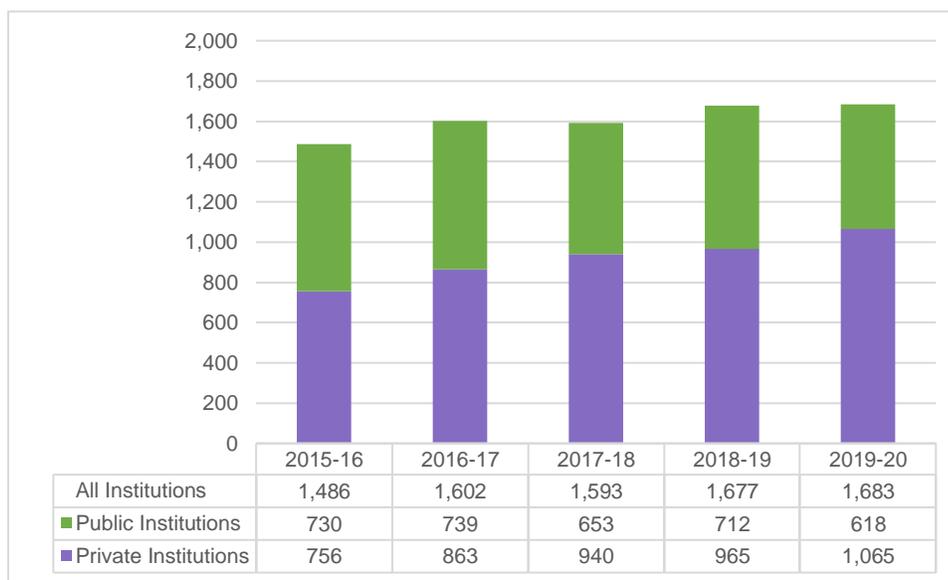


- Current operations continued to be the largest category of private support gifts** – For all reporting institutions, the mean of current operations gifts increased from \$58.9 million in 2019 to \$63.6 million in 2020. Unrestricted gifts grew more than restricted gifts, accounting for 11.2% of total support dedicated to current operations, up from 11.1% in 2019.
- Individuals who are not alumni or staff of medical schools or teaching hospitals – likely including many grateful patients and families – remained the largest segment of individual donors.** Of the \$27.5 million mean total private support gifts by individuals received in 2020, \$21.5 million or 78.1% were contributed by these domestic “other individuals” and another \$0.9 million or 3.4% from international non-alumni individuals, reported this year as a separate, mutually exclusive category for the first time.

The average gift size from these domestic and international non-alumni, non-staff donors were \$5,847 and \$6,201, respectively, compared to the average gifts from medical school alumni of \$2,032. Although representing a smaller part of the total at \$3.8 million, alumni of other parts of their respective institutions made the largest gifts, averaging \$7,809.

- **Among institutional donors, total dollars declined slightly by 1.9%**, with decreases in average total gifts from Private Foundations (-4.1%), Family Foundations (-7.9%), and Other Organizations (-21.3%), as well as a small decrease from Corporations (-1.5%).
- **Average gift sizes from Corporations and Family Foundations rose** by 6.0% and 1.3%, respectively. Meanwhile average gift sizes from other private foundations and “other organizations” including disease organizations declined, by 6.4% and 36.6%, respectively. Gifts from Donor Advised Funds, tracked as a mutually exclusive category for the first time this year, averaged \$102,503.
- **Gifts of \$1 million or more increased** slightly, with a steep increase in outright cash gifts (from 660 to 751) more than offsetting a decrease in new pledge commitments (from 1,017 to 932). However, most of these new cash gifts were in the \$1 million – \$4.9 million range (which grew from 556 to 674 total gifts), with gift bands at \$5 million and above remaining steady or declining in number.

\$1M+ New Gifts and Pledges



- **Staff sizes were stable on average overall.** Considering medians, public institution staff sizes grew by 1 FTE while private institution staff shrank by 4 FTEs, mostly among support staff and non-fundraising professionals.
- **Fundraising costs also decreased** in both the mean and median, with program and personnel mean expenses shrinking on by \$611,478 and \$122,591, respectively. “Other costs” as reported by a smaller portion of participating institutions increased by \$351,187.
- **Even with these cost reductions, cost per dollar raised (CPDR) rose overall**, with the median increasing from \$0.11 to \$0.12 and the average from \$0.15 to \$0.16. The increase was felt more among public institutions, which rose in the median from \$0.10 to \$0.11 and in the mean from \$0.15 to \$0.16, while private institutions were stable in the median at \$0.13 and dropped in the mean from \$0.16 to \$0.15. Private teaching hospitals had the highest median costs per dollar raised, while private medical schools had the lowest.

- **More than one-half of the institutions were involved in a campaign** – 52% of the institutions surveyed reported being involved in a campaign in 2020, down from 57% in the 2019 survey. Total campaign goals were stable overall but decreasing among private institutions and increasing in public institutions, on average, across medical schools, teaching hospitals, and joint programs.
- **Scholarship gifts decreased** – The overall median for scholarship gifts decreased from \$1.9 million in 2019 to \$1.8 million in 2020. Private institutions continue to receive significantly more gifts for scholarship support compared to public institutions, with differences in median of \$2.2 million versus \$1.6 million, respectively in 2020. Gifts to scholarships decreased for private institutions somewhat from a 2019 median of \$2.4 million; public institutions saw an increase in median from \$1.1 million to \$1.6 million.
- **The philanthropic environment** – The survey data in this executive summary reflect development activity during the first four months of the COVID-19 pandemic. This is likely the cause of many of the changes described above, most of which represent reversals in previous trends. In short, giving decreased, especially from certain sources (Family Foundations and Other Organizations) and to certain designations (Endowment and Capital projects). Although participating AAMC member institutions responded to the crisis by reducing both program and personnel costs, the cutbacks only partially made up for the losses, resulting in a moderate decrease in overall efficiency.

Increased giving by non-alumni, non-faculty/staff individuals, and donor advised funds, and increased gifts in support of current operations (particularly restricted but also unrestricted), prevented the losses in philanthropic revenue and decreases in overall productivity from being far greater.

The compelling philanthropic case for support of academic medical centers and teaching hospitals, and particularly the need for current-use, expendable support, appears to have been strengthened by the COVID-19 pandemic, at least among certain donor groups. Support was received for virology and immunology research, gifts were made to provide personal protective equipment for healthcare workers, and funds were raised to minimize the financial challenges for medical students tied to the impact of the pandemic. Even outside of special relief funds, it is likely that these institutions' critical roles on the frontlines of the pandemic have only deepened their appeal as philanthropic priorities, across research and clinical areas, as Americans' attention has focused more sharply than ever on their own health and that of their communities.

Next year's survey reporting 2020-2021 gift data will provide further insight into the impact of the pandemic on fundraising for AAMC member institutions. While further declines in philanthropic support are possible, 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 undergird, strengthen, and empower advances in medical education, research, and clinical care.

Data Observations and Summaries

This analysis of data received from 122 institutions for 2020 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 33 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, and 5 (a-e) display total private support by gift designations and donor sources, as well as the mean gift per donor source. *Table 4* displays 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.

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

	Program Type	Current Operations	Endowment	Capital Gifts	Total	
Number Reporting	Private	Joint Programs	23	23	22	23
		Medical Schools	20	20	14	20
		Teaching Hospitals	13	13	10	13
		Private Subtotal	56	56	46	56
	Public	Joint Programs	26	26	22	26
		Medical Schools	36	36	21	36
		Teaching Hospitals	3	3	3	3
		Public Subtotal	65	65	46	65
	Total		121	121	92	121
	Medians	Private	Joint Programs	\$69,824,654	\$10,267,166	\$4,682,844
Medical Schools			\$7,801,577	\$4,956,362	\$651,693	\$15,733,769
Teaching Hospitals			\$49,234,655	\$6,558,943	\$6,473,070	\$68,408,023
Private Subtotal			\$45,385,423	\$8,707,116	\$3,789,019	\$60,533,283
Public		Joint Programs	\$38,552,772	\$11,783,190	\$1,189,253	\$57,308,328
		Medical Schools	\$6,610,598	\$2,387,581	\$150,000	\$9,499,735
		Teaching Hospitals	\$23,251,381	\$1,516,987	\$7,391,058	\$32,159,426
		Public Subtotal	\$16,177,135	\$5,247,178	\$636,929	\$26,642,815
Total		\$27,451,330	\$6,186,916	\$1,487,536	\$36,449,261	
Means		Private	Joint Programs	\$110,516,227	\$22,431,526	\$13,657,468
	Medical Schools		\$45,669,482	\$20,646,397	\$2,361,203	\$67,968,721
	Teaching Hospitals		\$98,955,073	\$11,954,956	\$8,603,143	\$117,527,831
	Private Subtotal		\$84,672,836	\$19,361,919	\$9,120,708	\$111,526,765
	Public	Joint Programs	\$89,770,762	\$15,982,607	\$9,712,041	\$113,971,249
		Medical Schools	\$12,651,809	\$5,298,763	\$520,809	\$18,254,377
		Teaching Hospitals	\$54,874,411	\$4,889,014	\$10,314,942	\$70,078,367
		Public Subtotal	\$45,448,126	\$9,553,389	\$5,555,363	\$58,933,003
	Total		\$63,601,710	\$14,092,874	\$7,338,035	\$83,273,917

Graph 2(b): Total Private Support by Gift Designation
(in millions of dollars)



- As noted above, **mean** total private support for both private and public institutions was down in 2020 from 2019, dropping 3.3% from \$86.2 million to \$83.3 million. The decrease was seen similarly across both private and public institutions. **Median** total private support across all institutions also decreased, from \$42.1 million in 2019 to \$36.4 million in 2020.
- The greatest decrease by designation was seen in gifts supporting Capital Purposes, which dropped by nearly 40%, from an average across all institutions of \$11.7 million in 2019 to just \$7.3 million in 2020. Endowment gifts also decreased, although less sharply, from \$17.7 million in 2019 to \$14.1 million in 2020. These losses were nearly made up by an increase in expendable gifts, which grew by 8.0%, from \$58.9 million in 2019 to \$63.6 million in 2020.
- These patterns were most pronounced among private institutions, where capital gifts decreased by 49.3% and expendable gifts increased by 13.2%.

Table 2(c): Unrestricted Gifts to Current Operations

	Program Type	Unrestricted Gifts to Current Operations	Total Gifts to Current Operations	Percentage	
Number Reporting	Private	Joint Programs	22	23	95.70%
		Medical Schools	19	20	95.00%
		Teaching Hospitals	13	13	100.00%
		Private Subtotal	54	56	96.40%
	Public	Joint Programs	23	26	88.50%
		Medical Schools	30	36	83.30%
		Teaching Hospitals	3	3	100.00%
		Public Subtotal	56	65	86.20%
	Total	110	121	90.90%	
	Medians	Private	Joint Programs	\$3,501,708	\$69,824,654
Medical Schools			\$1,341,959	\$7,801,577	17.20%
Teaching Hospitals			\$4,816,692	\$49,234,655	9.80%
Private Subtotal			\$2,960,430	\$45,385,423	6.50%
Public		Joint Programs	\$754,741	\$38,552,772	2.00%
		Medical Schools	\$276,427	\$6,610,598	4.20%
		Teaching Hospitals	\$1,491,080	\$23,251,381	6.40%
		Public Subtotal	\$635,323	\$16,177,135	3.90%
Total		\$1,261,816	\$27,451,330	4.60%	
Means		Private	Joint Programs	\$13,062,367	\$110,516,227
	Medical Schools		\$7,376,333	\$45,669,482	16.20%
	Teaching Hospitals		\$16,652,377	\$98,955,073	16.80%
	Private Subtotal		\$11,925,987	\$84,672,836	14.10%
	Public	Joint Programs	\$3,047,524	\$89,770,762	3.40%
		Medical Schools	\$1,699,080	\$12,651,809	13.40%
		Teaching Hospitals	\$7,046,442	\$54,874,411	12.80%
		Public Subtotal	\$2,539,371	\$45,448,126	5.60%
	Total	\$7,147,346	\$63,601,710	11.20%	

- Among gifts to current operations, the percentage of unrestricted dollars increased among **private institutions** from 13.6% to 14.1% but decreased among **public institutions** from 6.3% to 5.6%, bringing up the overall average from 11.1% to 11.2%.

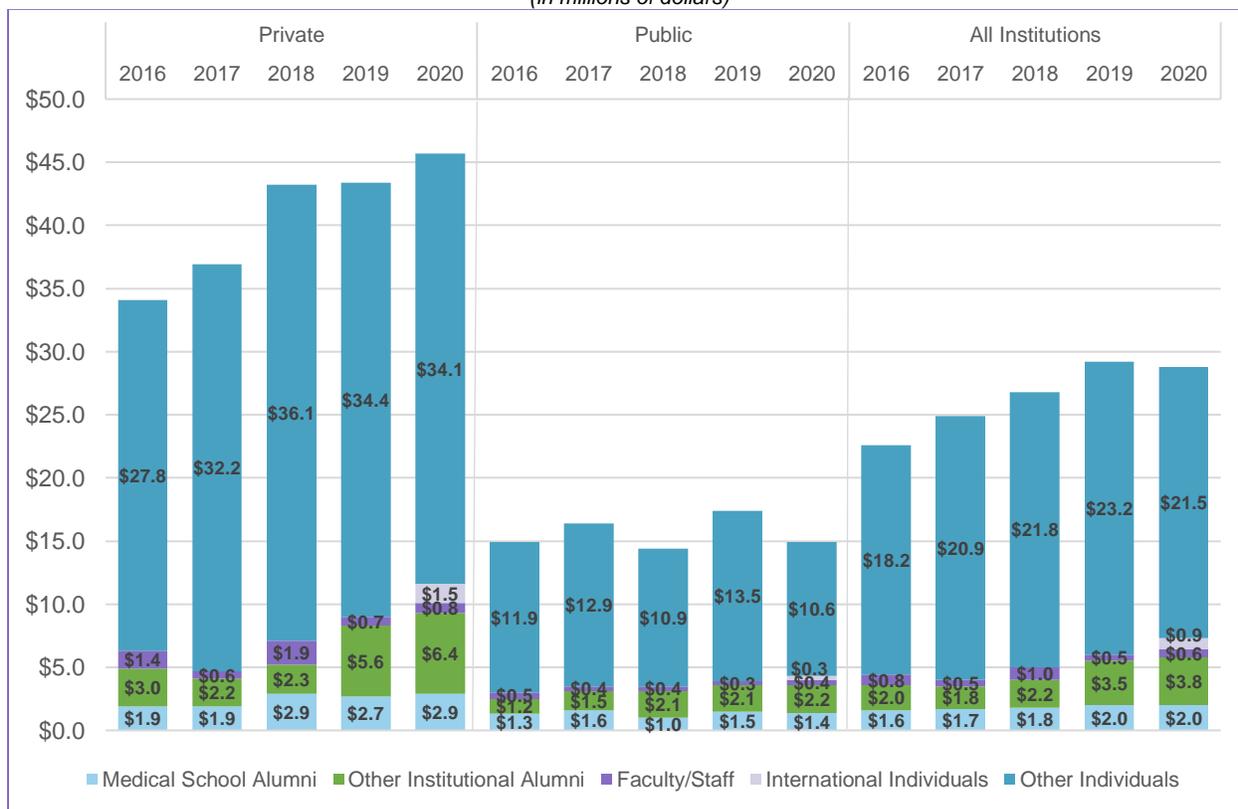
Individual Gifts

Table 3(a): Total Private Support from Individuals

	Program Type	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	International Individuals*	Other Individuals	All Individuals	
Number Reporting	Private	Joint Programs	22	20	20	16	23	23
		Medical Schools	19	18	20	13	20	20
		Teaching Hospitals	2	2	12	11	13	13
		Private Subtotal	43	40	52	40	56	56
	Public	Joint Programs	26	25	24	16	26	26
		Medical Schools	34	34	33	15	36	36
		Teaching Hospitals	0	2	2	2	3	3
		Public Subtotal	60	61	59	33	65	65
	Total		103	101	111	73	121	121
	Medians	Private	Joint Programs	\$1,499,462	\$2,522,030	\$588,044	\$222,106	\$26,888,971
Medical Schools			\$1,781,478	\$701,398	\$115,817	\$1,500	\$1,990,307	\$5,237,448
Teaching Hospitals			\$337,225	\$48,348	\$600,158	\$228,107	\$33,092,474	\$33,399,842
Private Subtotal			\$1,568,735	\$1,057,733	\$472,977	\$79,873	\$16,436,395	\$25,094,646
Public		Joint Programs	\$1,611,453	\$750,016	\$380,712	\$74,017	\$8,827,887	\$12,240,361
		Medical Schools	\$294,612	\$177,026	\$140,100	\$1,000	\$773,548	\$2,671,323
		Teaching Hospitals	\$0	\$1,493,077	\$1,240,952	\$2,268,613	\$3,872,767	\$5,831,678
		Public Subtotal	\$741,138	\$374,037	\$219,546	\$12,507	\$3,885,404	\$5,831,678
Total		\$1,199,678	\$482,804	\$300,484	\$27,183	\$6,127,944	\$10,278,070	
Means		Private	Joint Programs	\$2,789,412	\$6,970,654	\$834,848	\$2,386,955	\$48,212,371
	Medical Schools		\$3,270,742	\$6,393,952	\$352,408	\$64,801	\$11,716,371	\$20,972,660
	Teaching Hospitals		\$337,225	\$48,348	\$1,340,729	\$1,947,139	\$43,694,466	\$46,638,959
	Private Subtotal		\$2,888,037	\$6,365,023	\$766,036	\$1,511,305	\$34,129,286	\$42,684,153
	Public	Joint Programs	\$2,186,770	\$4,019,303	\$577,994	\$237,787	\$20,781,176	\$27,512,524
		Medical Schools	\$794,671	\$846,278	\$269,935	\$14,772	\$2,610,676	\$4,414,057
		Teaching Hospitals	\$0	\$1,493,077	\$1,240,952	\$2,268,613	\$18,949,010	\$22,284,104
		Public Subtotal	\$1,397,914	\$2,167,905	\$428,163	\$259,497	\$10,632,953	\$14,478,216
	Total		\$2,020,005	\$3,830,130	\$586,446	\$945,419	\$21,507,289	\$27,532,203

*Revised data point as of 2020.

Graph 3(b): Total Private Support from Individuals
(in millions of dollars)



Note: Mutually exclusive reporting of giving from International Individuals began in 2020.

- As noted above, non-alumni, non-staff/faculty, non-international individuals (designated as “Other Individuals”) contributed a mean of \$21.5 million or 78.1% percent of all individual gifts received by all institutions in 2020; \$0.9 million or 3.4% of the total came from International Individuals.
- The mean gifts from all individuals across all institutions were slightly down, from \$28.2 million in 2019 to \$27.5 million in 2020. However, private institutions saw an increase, from \$40.9 million in 2019 to \$42.7 million in 2020, while public institutions dropped from \$17.3 million in 2019 to \$14.5 million in 2020. This decrease was largely driven by a drop in giving from Other Individuals.

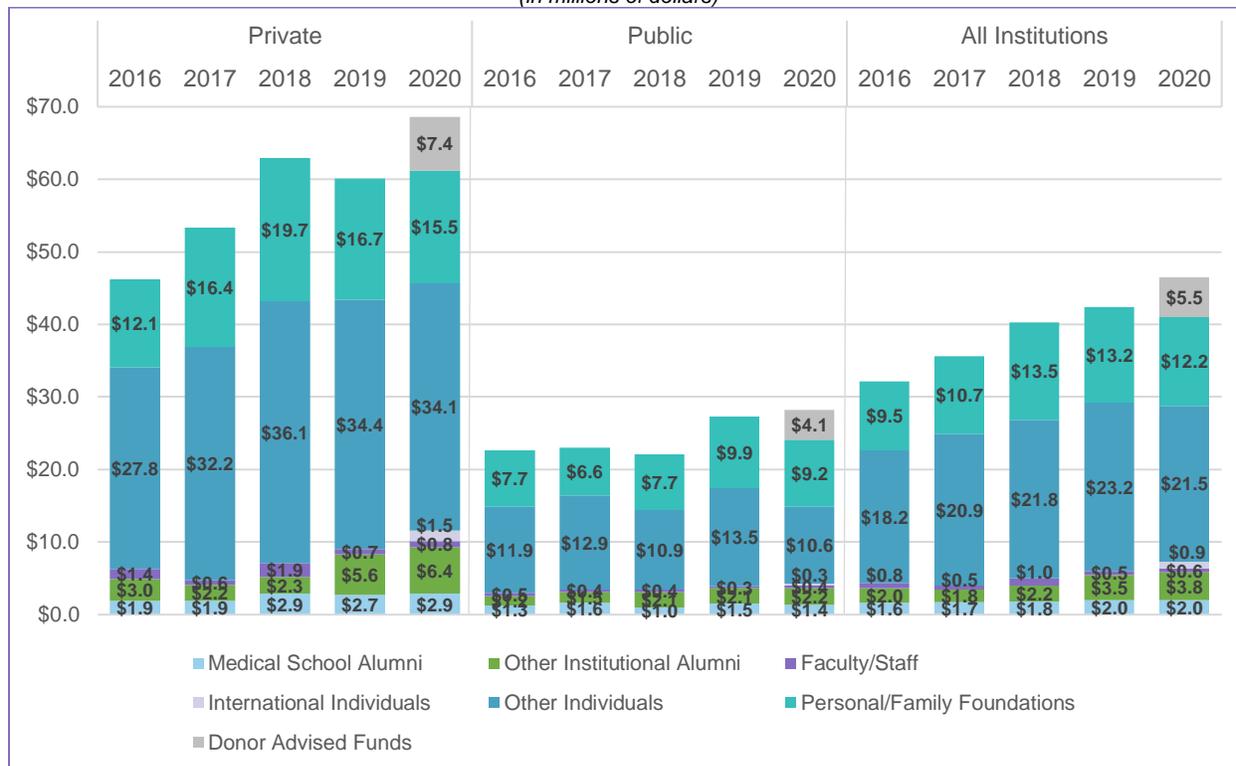
Individual Gifts Including Personal/Family Foundations and Donor Advised Funds

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

		Program Type	Medical School Alumni	Other Institutional Alumni	Medical Faculty/Staff	International Individuals*	Other Individuals	Personal/Family Foundations	Donor Advised Funds	All Individuals (With Inclusions)
Number Reporting	Private	Joint Programs	22	20	20	16	23	21	17	23
		Medical Schools	19	18	20	13	20	19	11	20
		Teaching Hospitals	2	2	12	11	13	13	11	13
		Private Subtotal	43	40	52	40	56	53	39	56
	Public	Joint Programs	26	25	24	16	26	25	20	26
		Medical Schools	34	34	33	15	36	32	31	36
		Teaching Hospitals	0	2	2	2	3	3	3	3
		Public Subtotal	60	61	59	33	65	60	54	65
	Total		103	101	111	73	121	113	93	121
	Medians	Private	Joint Programs	\$1,499,462	\$2,522,030	\$588,044	\$222,106	\$26,888,971	\$10,049,870	\$2,021,731
Medical Schools			\$1,781,478	\$701,398	\$115,817	\$1,500	\$1,990,307	\$1,346,650	\$480,326	\$6,514,720
Teaching Hospitals			\$337,225	\$48,348	\$600,158	\$228,107	\$33,092,474	\$10,576,447	\$5,238,420	\$46,800,945
Private Subtotal			\$1,568,735	\$1,057,733	\$472,977	\$79,873	\$16,436,395	\$6,941,225	\$2,021,731	\$35,568,927
Public		Joint Programs	\$1,611,453	\$750,016	\$380,712	\$74,017	\$8,827,887	\$5,388,797	\$2,186,123	\$24,649,059
		Medical Schools	\$294,612	\$177,026	\$140,100	\$1,000	\$773,548	\$262,633	\$216,760	\$3,895,510
		Teaching Hospitals	\$0	\$1,493,077	\$1,240,952	\$2,268,613	\$3,872,767	\$23,222,623	\$3,457,951	\$27,686,129
		Public Subtotal	\$741,138	\$374,037	\$219,546	\$12,507	\$3,885,404	\$1,478,741	\$539,534	\$9,700,021
Total		\$1,199,678	\$482,804	\$300,484	\$27,183	\$6,127,944	\$2,474,800	\$1,198,882	\$17,827,540	
Means		Private	Joint Programs	\$2,789,412	\$6,970,654	\$834,848	\$2,386,955	\$48,212,371	\$18,681,614	\$9,478,094
	Medical Schools		\$3,270,742	\$6,393,952	\$352,408	\$64,801	\$11,716,371	\$9,859,144	\$1,957,295	\$31,415,359
	Teaching Hospitals		\$337,225	\$48,348	\$1,340,729	\$1,947,139	\$43,694,466	\$18,655,787	\$9,758,311	\$73,551,778
	Private Subtotal		\$2,888,037	\$6,365,023	\$766,036	\$1,511,305	\$34,129,286	\$15,512,506	\$7,435,878	\$62,544,191
	Public	Joint Programs	\$2,186,770	\$4,019,303	\$577,994	\$237,787	\$20,781,176	\$16,866,224	\$9,764,442	\$51,241,156
		Medical Schools	\$794,671	\$846,278	\$269,935	\$14,772	\$2,610,676	\$2,309,252	\$543,679	\$6,919,791
		Teaching Hospitals	\$0	\$1,493,077	\$1,240,952	\$2,268,613	\$18,949,010	\$18,918,734	\$2,704,322	\$43,907,160
		Public Subtotal	\$1,397,914	\$2,167,905	\$428,163	\$259,497	\$10,632,953	\$9,205,131	\$4,145,512	\$26,355,446
	Total		\$2,020,005	\$3,830,130	\$586,446	\$945,419	\$21,507,289	\$12,163,457	\$5,540,341	\$43,103,956

*Revised data point as of 2020.

Graph 3(d): Total Private Support from Individuals Including Personal/Family Foundations
(in millions of dollars)



Note: Mutually exclusive reporting of giving from International Individuals and Donor Advised Funds began in 2020.

- Many institutions consider giving from personal/family foundations and donor advised funds in the context of individual giving, as shown here. (Table 5(c) and Graph 5(d) exclude these sources from organizational giving, for parallel comparison.)

Table 3(e): Mean Gift per Individual Donor

		Program Type	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	International Individuals*	Other Individuals	All Individuals
Number Reporting	Private	Joint Programs	22	20	20	16	23	23
		Medical Schools	19	18	20	13	20	20
		Teaching Hospitals	2	2	12	11	13	13
		Private Subtotal	43	40	52	40	56	56
	Public	Joint Programs	26	25	24	16	26	26
		Medical Schools	34	34	33	15	36	36
		Teaching Hospitals	0	2	2	2	3	3
		Public Subtotal	60	61	59	33	65	65
Total		103	101	111	73	121	121	
Mean Number of Donors	Private	Joint Programs	1,025	2,231	690	183	22,944	26,591
		Medical Schools	1,217	284	154	34	2,246	3,833
		Teaching Hospitals	376	36	974	108	55,683	56,737
		Private Subtotal	1,080	1,245	549	114	23,152	25,461
	Public	Joint Programs	1,048	1,987	569	62	10,323	13,846
		Medical Schools	457	384	238	6	1,129	2,144
		Teaching Hospitals	0	1,140	7,400	184	46,272	52,088
		Public Subtotal	713	1,066	616	44	6,891	9,130
Total		866	1,137	585	82	14,416	16,688	
Mean Gift Size	Private	Joint Programs	\$2,602	\$7,044	\$1,546	\$11,326	\$3,925	\$3,895
		Medical Schools	\$2,699	\$23,675	\$4,849	\$1,562	\$17,625	\$6,370
		Teaching Hospitals	\$881	\$1,636	\$3,460	\$13,877	\$3,139	\$2,947
		Private Subtotal	\$2,565	\$14,258	\$3,258	\$8,854	\$8,635	\$4,559
	Public	Joint Programs	\$1,997	\$1,803	\$1,671	\$3,736	\$3,038	\$2,729
		Medical Schools	\$1,384	\$5,053	\$7,240	\$1,730	\$3,985	\$2,925
		Teaching Hospitals	\$0	\$759	\$311	\$6,387	\$494	\$550
		Public Subtotal	\$1,649	\$3,580	\$4,740	\$2,985	\$3,445	\$2,737
Total		\$2,032	\$7,809	\$4,046	\$6,201	\$5,847	\$3,580	

- Mean gift sizes from individuals for private institutions increased from \$3,494 in 2019 to \$4,559 in 2020, while those gifts to public institutions decreased from \$2,815 to \$2,737.

- The mean gift sizes to private institutions are larger than those to public institutions across every category except one, medical faculty/staff, who give both more and larger gifts to the public institutions.

Alumni Giving

Table 4: MD Alumni Giving – Medical Schools

	Program Type	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 Reporting	Private	Joint Programs	22	19	22	21	19
		Medical Schools	19	18	18	18	18
		Private Subtotal	41	37	40	39	37
	Public	Joint Programs	26	22	25	22	23
		Medical Schools	33	23	33	26	25
		Public Subtotal	59	45	58	48	48
	Total	100	82	98	87	85	
Medians	Private	Joint Programs	6,364	82	382	400	\$317,186
		Medical Schools	7,623	123	299	511	\$597,570
		Private Subtotal	7,498	90	344	417	\$389,305
	Public	Joint Programs	8,098	24	373	116	\$222,901
		Medical Schools	4,112	24	135	106	\$67,259
		Public Subtotal	5,836	24	202	109	\$88,687
	Total	6,403	49	278	267	\$161,265	
Means	Private	Joint Programs	7,482	102	455	428	\$542,754
		Medical Schools	6,544	156	406	604	\$638,742
		Private Subtotal	7,047	128	433	510	\$589,451
	Public	Joint Programs	7,830	73	456	325	\$321,043
		Medical Schools	4,881	38	214	206	\$127,892
		Public Subtotal	6,181	55	318	261	\$220,443
	Total	6,536	88	365	372	\$381,070	

- Mean gift sizes from medical school alumni at all institutions rose from \$1,923 in 2019 to \$2,032 in 2020.
- Mean medical school alumni gifts to private were larger than to public institutions (\$2,565 and \$1,649, respectively), and mean gifts from other institutional alumni at private institutions (\$14,258) were nearly four times as large as those to public institutions (\$3,580).
- The mean number of alumni gifts at public institutions were more often restricted than unrestricted (318 vs. 261) while at private institutions the reverse was true (433 restricted gifts vs. 510 unrestricted). The phenomenon also appears when comparing medians.
- The mean number of MD alumni donors making unrestricted gifts of \$1,000 and larger for all medical schools was 88, down from 92 in 2019. The decrease was seen at private institutions (from 142 to 128); public institutions saw an increase (from 54 to 55).
- Mean total unrestricted gifts from MD Alumni were lower, from \$494,712 in 2019 to \$381,070 in 2020. The drop was most dramatic at private institutions, where the mean dropped from \$835,095 in 2019 to \$589,451 in 2020.

Corporation and Foundation Giving

Table 5(a): Total Private Support from Organizations

Program Type		Corporations	Personal/ Family Foundations	Donor Advised Funds*	Other Private Foundations	Other Organizations	Organizations Total	
Number Reporting	Private	Joint Programs	23	21	17	22	23	
		Medical Schools	20	19	11	18	20	
		Teaching Hospitals	13	13	11	12	11	
		Private Subtotal	56	53	39	52	54	56
	Public	Joint Programs	26	25	20	25	26	
		Medical Schools	36	32	30	33	34	
		Teaching Hospitals	3	3	3	3	3	
		Public Subtotal	65	60	53	61	63	65
	Total		121	113	92	113	117	121
	Medians	Private	Joint Programs	\$9,300,653	\$10,049,870	\$2,021,731	\$19,337,768	\$8,471,102
Medical Schools			\$1,272,662	\$1,346,650	\$480,326	\$5,564,318	\$1,812,817	\$8,325,380
Teaching Hospitals			\$7,494,229	\$10,576,447	\$5,238,420	\$7,799,173	\$3,103,943	\$41,397,054
Private Subtotal			\$7,318,138	\$6,941,225	\$2,021,731	\$13,122,773	\$3,995,518	\$32,365,070
Public		Joint Programs	\$7,157,949	\$5,388,797	\$2,186,123	\$12,794,187	\$11,700,375	\$45,637,715
		Medical Schools	\$1,648,981	\$262,633	\$216,760	\$1,618,834	\$379,889	\$6,541,506
		Teaching Hospitals	\$5,966,731	\$23,222,623	\$3,457,951	\$13,302,537	\$422,651	\$26,327,748
		Public Subtotal	\$3,307,082	\$1,478,741	\$539,534	\$4,128,344	\$1,350,662	\$20,762,814
Total		\$5,749,961	\$2,474,800	\$1,198,882	\$7,889,270	\$2,960,046	\$25,734,297	
Means		Private	Joint Programs	\$15,422,729	\$18,681,614	\$9,478,094	\$33,191,979	\$14,486,255
	Medical Schools		\$14,268,748	\$9,859,144	\$1,957,295	\$17,044,108	\$6,899,159	\$46,950,303
	Teaching Hospitals		\$14,134,574	\$18,655,787	\$9,758,311	\$20,416,531	\$11,239,991	\$69,404,183
	Private Subtotal		\$14,711,557	\$15,512,506	\$7,435,878	\$24,654,151	\$11,014,943	\$68,086,287
	Public	Joint Programs	\$12,294,698	\$16,866,224	\$9,764,442	\$35,939,671	\$15,429,491	\$86,010,196
		Medical Schools	\$4,843,049	\$2,309,252	\$543,679	\$3,518,546	\$3,394,925	\$13,780,435
		Teaching Hospitals	\$12,814,678	\$18,918,734	\$2,704,322	\$10,364,020	\$2,460,585	\$47,262,340
		Public Subtotal	\$8,191,630	\$9,205,131	\$4,145,512	\$17,142,555	\$8,317,079	\$44,217,658
	Total		\$11,209,117	\$12,163,457	\$5,540,341	\$20,599,219	\$9,562,247	\$55,264,296

*Revised data point as of 2020.

Graph 5(b): Total Private Support from Organizations
(in millions of dollars)



Note: Mutually exclusive reporting of giving from Donor Advised Funds began in 2020.

- Corporations contribute around one fifth of all organizational dollars received, \$11.2 million out of \$55.3 million in 2020 across all institutions, with similar ratios at publics and privates.
- There were significant drops in mean gifts from personal/family foundations, private foundations, and other organizations such as disease organizations in 2020, again with the more pronounced decreases seen at private institutions.

Organizational Gifts Excluding Personal/Family Foundations

**Table 5(c): Total Private Support from Organizations
(Excluding Personal/Family Foundations and Donor Advised Funds)**

	Program Type	Corporations	Private Foundations	Other Organizations	Organizations Total (With Exclusions)	
Number Reporting	Private	Joint Programs	23	22	23	23
		Medical Schools	20	18	20	20
		Teaching Hospitals	13	12	11	13
		Private Subtotal	56	52	54	56
	Public	Joint Programs	26	25	26	26
		Medical Schools	36	33	34	36
		Teaching Hospitals	3	3	3	3
		Public Subtotal	65	61	63	65
	Total	121	113	117	121	
	Medians	Private	Joint Programs	\$9,300,653	\$19,337,768	\$8,471,102
Medical Schools			\$1,272,662	\$5,564,318	\$1,812,817	\$7,360,880
Teaching Hospitals			\$7,494,229	\$7,799,173	\$3,103,943	\$19,856,211
Private Subtotal			\$7,318,138	\$13,122,773	\$3,995,518	\$25,057,441
Public		Joint Programs	\$7,157,949	\$12,794,187	\$11,700,375	\$34,634,240
		Medical Schools	\$1,648,981	\$1,618,834	\$379,889	\$5,615,862
		Teaching Hospitals	\$5,966,731	\$13,302,537	\$422,651	\$22,695,557
		Public Subtotal	\$3,307,082	\$4,128,344	\$1,350,662	\$10,854,191
Total		\$5,749,961	\$7,889,270	\$2,960,046	\$19,415,070	
Means		Private	Joint Programs	\$15,422,729	\$33,191,979	\$14,486,255
	Medical Schools		\$14,268,748	\$17,044,108	\$6,899,159	\$36,507,605
	Teaching Hospitals		\$14,134,574	\$20,416,531	\$11,239,991	\$42,491,364
	Private Subtotal		\$14,711,557	\$24,654,151	\$11,014,943	\$48,226,250
	Public	Joint Programs	\$12,294,698	\$35,939,671	\$15,429,491	\$62,281,565
		Medical Schools	\$4,843,049	\$3,518,546	\$3,394,925	\$11,274,701
		Teaching Hospitals	\$12,814,678	\$10,364,020	\$2,460,585	\$25,639,284
		Public Subtotal	\$8,191,630	\$17,142,555	\$8,317,079	\$32,340,427
	Total	\$11,209,117	\$20,599,219	\$9,562,247	\$39,692,543	

**Graph 5(d): Total Private Support from Organizations
(Excluding Personal/Family Foundations and Donor Advised Funds)**
(in millions of dollars)



- Many institutions exclude giving from personal/family foundations and donor advised funds when considering organizational giving, as shown here. (Table 3(c) and Graph 3(d) include these sources in individual giving, for parallel comparison.)
- When removing personal/family foundations and donor advised funds, the decrease in giving from organizations becomes even more pronounced, with mean gifts to both private and public institutions and from both private foundations and other organizations all decreasing.
- The mean of gifts from corporations to public institutions also decreased, from \$9.3 million in 2019 to \$8.2 million in 2020, but the mean of those gifts to private institutions was the only increased category, from \$13.8 million in 2019 to \$14.7 million in 2020.

Table 5(e): Mean Gift per Organization Donor

	Program Type	Corporations	Personal/ Family Foundations	Donor Advised Funds*	Other Private Foundations	Other Organizations	All Organizations
Number Reporting	Private	Joint Programs	23	21	17	22	23
		Medical Schools	20	19	11	18	20
		Teaching Hospitals	13	13	11	12	11
		Private Subtotal	56	53	39	52	54
	Public	Joint Programs	26	25	20	25	26
		Medical Schools	36	32	30	33	34
		Teaching Hospitals	3	3	3	3	3
		Public Subtotal	65	60	53	61	63
	Total	121	113	92	113	117	121
	Mean Number of Donors	Private	Joint Programs	728	183	133	166
Medical Schools			135	68	46	96	113
Teaching Hospitals			787	187	259	305	178
Private Subtotal			530	143	144	174	209
Public		Joint Programs	636	133	122	135	218
		Medical Schools	106	19	18	32	44
		Teaching Hospitals	795	118	52	152	58
		Public Subtotal	350	71	59	80	116
Total		433	105	95	123	159	872
Mean Gift Size		Private	Joint Programs	\$26,132	\$113,699	\$144,758	\$191,200
	Medical Schools		\$99,874	\$124,799	\$43,310	\$164,722	\$60,423
	Teaching Hospitals		\$31,097	\$101,135	\$131,137	\$124,171	\$57,538
	Private Subtotal		\$53,621	\$114,597	\$112,303	\$166,566	\$59,004
	Public	Joint Programs	\$29,516	\$111,843	\$196,365	\$217,934	\$76,758
		Medical Schools	\$59,343	\$87,155	\$31,393	\$103,558	\$49,455
		Teaching Hospitals	\$12,171	\$361,172	\$60,450	\$110,218	\$33,945
		Public Subtotal	\$45,235	\$111,143	\$95,292	\$150,761	\$59,984
	Total	\$49,116	\$112,763	\$102,503	\$158,034	\$59,532	\$69,300

* Revised data point as of 2020.

- Donor Advised Funds, previously reported as a subset of Other Private Foundations, were reported as a mutually exclusive category in 2020 for the first time and made mean gifts of \$102,503.
- The mean of gift sizes from corporations to private and public institutions had been nearly identical in 2019 at \$46,397 and \$46,309, respectively. In 2020 the means diverged, with gifts to private institutions increasing to \$53,621 while gifts to public institutions decreased to \$45,235. The overall mean across all institutions increased slightly from \$46,350 to \$49,116.
- Mean gift sizes from personal/family foundations, meanwhile, had been significantly different in 2019, with \$98,772 for private institutions and \$123,084 for public institutions and \$111,289 overall. In FY20 the mean converged, with the mean for private institutions reaching \$114,597 while the mean for public institutions dropped to \$111,143, both very near the overall mean of \$112,763.
- The mean size of gifts from other private foundations and “other organizations” such as disease organizations decreased whether considering private, public, or all institutions.

\$1 Million+ Gifts

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

		Program Type	Outright Cash Gifts: \$1M–\$4.9M	Outright Cash Gifts: \$5M–\$9.9M	Outright Cash Gifts: \$10M– \$24.9M	Outright Cash Gifts: \$25M– \$49.9M	Outright Cash Gifts: \$50M+	Outright Cash Gifts: \$1M+ Total
Number of Gifts	Private	Joint Programs	203	16	1	0	0	220
		Medical Schools	36	3	4	0	1	44
		Teaching Hospitals	139	13	4	1	1	158
		Private Subtotal	378	32	9	1	2	422
	Public	Joint Programs	199	10	10	4	0	223
		Medical Schools	77	9	0	0	0	86
		Teaching Hospitals	20	0	0	0	0	20
		Public Subtotal	296	19	10	4	0	329
	Total		674	51	19	5	2	751

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

		Program Type	New Pledge Commitments: \$1M–\$4.9M	New Pledge Commitments: \$5M–\$9.9M	New Pledge Commitments: \$10M–\$24.9M	New Pledge Commitments: \$25M–\$49.9M	New Pledge Commitments: \$50M+	New Pledge Commitments: \$1M+ Total
Number of Gifts	Private	Joint Programs	273	45	14	2	5	339
		Medical Schools	144	8	13	2	0	167
		Teaching Hospitals	113	13	7	2	2	137
		Private Subtotal	530	66	34	6	7	643
	Public	Joint Programs	172	19	12	7	6	216
		Medical Schools	45	5	1	0	0	51
		Teaching Hospitals	19	3	0	0	0	22
		Public Subtotal	236	27	13	7	6	289
	Total		766	93	47	13	13	932

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

		Program Type	Outright Cash Gifts and New Pledge Commitments: \$1M–\$4.9M	Outright Cash Gifts and New Pledge Commitments: \$5M–\$9.9M	Outright Cash Gifts and New Pledge Commitments: \$10M–\$24.9M	Outright Cash Gifts and New Pledge Commitments: \$25M–\$49.9M	Outright Cash Gifts and New Pledge Commitments : \$50M+	Outright Cash Gifts and New Pledge Commitments : \$1M+ Total
Number of Gifts	Private	Joint Programs	476	61	15	2	5	559
		Medical Schools	180	11	17	2	1	211
		Teaching Hospitals	252	26	11	3	3	295
		Private Subtotal	908	98	43	7	9	1,065
	Public	Joint Programs	371	29	22	11	6	439
		Medical Schools	122	14	1	0	0	137
		Teaching Hospitals	39	3	0	0	0	42
		Public Subtotal	532	46	23	11	6	618
	Total		1,440	144	66	18	15	1,683

- A total of 1,683 gifts of \$1 million and above were received in 2020, an increase from 1,677 in 2019.
- Within that total, outright gifts saw a significant increase, growing from 660 in 2019 to 751 in 2020, while new pledge commitments decreased, from 1,017 in 2019 to 932 in 2020.
- All of this increased gift activity was in the \$1 million to \$4,999,999 band, which grew from 1,377 gifts in 2019 to 1,440 in 2020. Every gift band at the \$5 million level and above saw decreases.

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)*.

Table 7: Professional Staff by Function – FTEs

		Program Type	Budgeted Fundraising Professionals	Budgeted Other Professionals	All Budgeted Professionals
Medians	Private	Joint Programs	31	21	68
		Medical Schools	10	3	11
		Teaching Hospitals	28	31	59
		Private Subtotal	23	17	40
	Public	Joint Programs	23	9	33
		Medical Schools	4	2	5
		Teaching Hospitals	15	8	23
		Public Subtotal	13	7	17
	Total		16	10	24
	Means	Private	Joint Programs	39	29
Medical Schools			13	6	18
Teaching Hospitals			38	43	74
Private Subtotal			30	25	52
Public		Joint Programs	27	17	43
		Medical Schools	6	5	10
		Teaching Hospitals	23	28	51
		Public Subtotal	15	12	25
Total		22	18	38	

Table 8: Development Staff by Function – FTEs

	Program Type	Professional Staff	Support Staff	Total Development Staff	
Medians	Private	Joint Programs	68	16	77
		Medical Schools	11	4	15
		Teaching Hospitals	59	9	68
		Private Subtotal	40	10	52
	Public	Joint Programs	33	8	45
		Medical Schools	5	1	6
		Teaching Hospitals	23	6	29
		Public Subtotal	17	6	23
Total	24	7	31		
Means	Private	Joint Programs	68	18	86
		Medical Schools	18	6	24
		Teaching Hospitals	74	19	93
		Private Subtotal	52	14	66
	Public	Joint Programs	43	10	54
		Medical Schools	10	3	12
		Teaching Hospitals	51	12	63
		Public Subtotal	25	7	31
Total	38	11	48		

- The 2020 survey data show reduction in **total development staff for all institutions** with a median of 31 FTEs from 34 in 2019, with the mean remaining stable at 48 FTEs. Within that total, **professional fundraising staffing** levels decreased slightly, with a median of 16 FTEs in 2020 from 17 in 2019, while the mean remaining stable at 22. The 2020 median for **other professional** staff was 10 FTEs, down significantly from 11 FTEs in 2019.
- Consistent with previous years' reporting, the size of professional staff for 2020 reported by **private institutions** is noticeably larger than that of the **public institutions**. The median and mean of **total professional staff for public institutions** were 17 and 25 FTEs, respectively, compared with a median and mean of 40 and 52 FTEs for **private institutions**.

Fundraising/Development Costs

Table 9: Fundraising/Development – Costs

	Program Type	Budgeted Personnel Costs	Budgeted Program Costs	Costs Covered by Other Budget Resources	Total Costs	
Number Reporting	Private	Joint Programs	23	23	4	23
		Medical Schools	17	16	6	17
		Teaching Hospitals	11	11	5	11
		Private Subtotal	51	50	15	51
	Public	Joint Programs	26	26	11	26
		Medical Schools	35	33	15	35
		Teaching Hospitals	3	3	1	3
		Public Subtotal	64	62	27	64
	Total	115	112	42	115	
	Medians	Private	Joint Programs	\$10,404,383	\$2,547,678	\$4,189,526
Medical Schools			\$1,892,433	\$514,862	\$291,205	\$2,431,402
Teaching Hospitals			\$8,300,450	\$2,739,741	\$3,714,428	\$9,345,055
Private Subtotal			\$5,605,395	\$2,067,019	\$517,720	\$8,272,746
Public		Joint Programs	\$4,101,582	\$1,208,346	\$400,541	\$5,653,269
		Medical Schools	\$705,843	\$98,340	\$317,382	\$1,032,712
		Teaching Hospitals	\$2,278,208	\$800,077	\$459,958	\$3,078,285
		Public Subtotal	\$1,980,495	\$407,868	\$383,521	\$2,831,986
Total		\$3,494,080	\$929,793	\$396,962	\$4,892,192	
Means		Private	Joint Programs	\$11,390,008	\$3,511,667	\$4,355,185
	Medical Schools		\$2,879,983	\$982,029	\$274,431	\$3,901,103
	Teaching Hospitals		\$11,779,848	\$4,487,663	\$8,066,240	\$19,933,984
	Private Subtotal		\$8,637,416	\$2,916,902	\$3,959,902	\$12,661,801
	Public	Joint Programs	\$5,966,445	\$1,761,507	\$936,398	\$8,124,120
		Medical Schools	\$1,319,813	\$262,857	\$586,398	\$1,818,962
		Teaching Hospitals	\$7,030,573	\$7,087,639	\$459,958	\$14,271,531
		Public Subtotal	\$3,475,199	\$1,221,554	\$724,307	\$4,964,147
	Total	\$5,764,530	\$1,978,406	\$1,879,877	\$8,377,889	

- The mean total fundraising costs for **all institutions** decreased slightly from \$8.9 million in 2019 to \$8.4 million in 2020. The median also decreased, from \$5.6 million in 2019 to \$4.9 million in 2020.
- Private institutions continue to make significantly higher total fundraising investments. Whether comparing medians or means, private institutions spent nearly three times as much as publics.
- 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 2020 represented 74% of the mean total fundraising costs (not including “Costs Covered by Other Budget Resources”).

Cost of Fundraising per Total Private Support

Table 10: Cost of Fundraising

	Program Type	Total Costs	Total Private Support	Cost Per Dollar Raised	
Number Reporting	Private	Joint Programs	23	23	23
		Medical Schools	17	20	17
		Teaching Hospitals	11	13	11
		Private Subtotal	51	56	51
	Public	Joint Programs	26	26	26
		Medical Schools	35	36	35
		Teaching Hospitals	3	3	3
		Public Subtotal	64	65	64
	Total	115	121	115	
	Medians	Private	Joint Programs	\$14,149,412	\$94,521,912
Medical Schools			\$2,431,402	\$15,733,769	\$0.07
Teaching Hospitals			\$9,345,055	\$68,408,023	\$0.16
Private Subtotal			\$8,272,746	\$60,533,283	\$0.13
Public		Joint Programs	\$5,653,269	\$57,308,328	\$0.09
		Medical Schools	\$1,032,712	\$9,499,735	\$0.13
		Teaching Hospitals	\$3,078,285	\$32,159,426	\$0.10
		Public Subtotal	\$2,831,986	\$26,642,815	\$0.11
Total		\$4,892,192	\$36,449,261	\$0.12	
Means		Private	Joint Programs	\$15,659,099	\$146,011,417
	Medical Schools		\$3,901,103	\$67,968,721	\$0.13
	Teaching Hospitals		\$19,933,984	\$117,527,831	\$0.21
	Private Subtotal		\$12,661,801	\$111,526,765	\$0.15
	Public	Joint Programs	\$8,124,120	\$113,971,249	\$0.14
		Medical Schools	\$1,818,962	\$18,254,377	\$0.18
		Teaching Hospitals	\$14,271,531	\$70,078,367	\$0.14
		Public Subtotal	\$4,964,147	\$58,933,003	\$0.16
	Total	\$8,377,889	\$83,273,917	\$0.16	

- Fundraising cost – the cost per dollar raised (CPDR) – as a function of total private support, is reflected in Table 10. 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 increased to \$0.12 in 2020 from \$0.11 in 2019. The mean increased from \$0.15 to \$0.16.
- 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 2020, with a median CPDR of \$0.15. **Joint Programs**, by contrast, reported a median CPDR of \$0.11. This variance in cost of fundraising by institutional type is consistent with previous years, and likely resulting from teaching hospital development programs absorbing most or all costs needed to support fundraising operations.

Return on Investment

Table 11: Dollars Raised per Total Fundraising Costs

	Joint Programs	Medical Schools	Teaching Hospitals	All
Number of Private Institutions Reporting Data	23	17	11	51
Number of Public Institutions Reporting Data	26	35	3	64
Number of All Institutions Reporting Data	49	52	14	115
Private Median	\$8.79	\$14.04	\$6.33	\$7.98
Public Median	\$11.28	\$7.42	\$10.45	\$9.17
All Median	\$9.32	\$8.10	\$6.50	\$8.18
Private Mean	\$8.53	\$16.30	\$5.99	\$10.57
Public Mean	\$13.43	\$11.96	\$10.67	\$12.50
All Mean	\$11.13	\$13.38	\$6.99	\$11.64

- *Table 11* 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 the inverse of Cost Per Dollar Raised, and is another method often used for measuring institutional fundraising performance and assessing development program effectiveness.
- Among **all institutions** in 2020, the median dollar return was \$8.18, with **public institutions** garnering a higher return at a median of \$9.17 than **private institutions** with a median of \$7.98.
- By institutional type, **joint programs** reported the highest returns with a median of \$9.32 followed by **medical schools** at \$8.10, and **teaching hospitals** at \$6.50.

Campaign Activity

Table 12(a): Campaign Length and Goal – Medical Schools

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	8	9
Number of Public Institutions Reporting Data	16	16
Number of All Institutions Reporting Data	24	25
Private Median	10 Years	\$220,000,000
Public Median	8 Years	\$452,500,000
All Median	9 Years	\$240,000,000
Private Mean	9 Years	\$730,444,444
Public Mean	9 Years	\$368,175,000
All Mean	9 Years	\$498,592,000

Table 12(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	0	0
Number of All Institutions Reporting Data	8	8
Private Median	8 Years	\$625,000,000
Public Median	n/a	n/a
All Median	8 Years	\$625,000,000
Private Mean	9 Years	\$913,500,000
Public Mean	n/a	n/a
All Mean	9 Years	\$913,500,000

Table 12(c): Campaign Length and Goal – Joint Programs

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	11	10
Number of Public Institutions Reporting Data	20	20
Number of All Institutions Reporting Data	31	30
Private Median	8 Years	\$825,000,000
Public Median	8 Years	\$1,000,000,000
All Median	8 Years	\$1,000,000,000
Private Mean	8 Years	\$813,231,200
Public Mean	8 Years	\$1,560,423,700
All Mean	8 Years	\$1,311,359,533

Table 12(d): Campaign Length and Goal – All Institutions

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	27	27
Number of Public Institutions Reporting Data	36	36
Number of All Institutions Reporting Data	63	63
Private Median	9 Years	\$500,000,000
Public Median	8 Years	\$522,500,000
All Median	8 Years	\$500,000,000
Private Mean	8 Years	\$815,344,889
Public Mean	8 Years	\$1,030,535,389
All Mean	8 Years	\$938,310,889

Tables 12(a-d) display summarized data by institution type reflecting the length and dollar goals of campaigns.

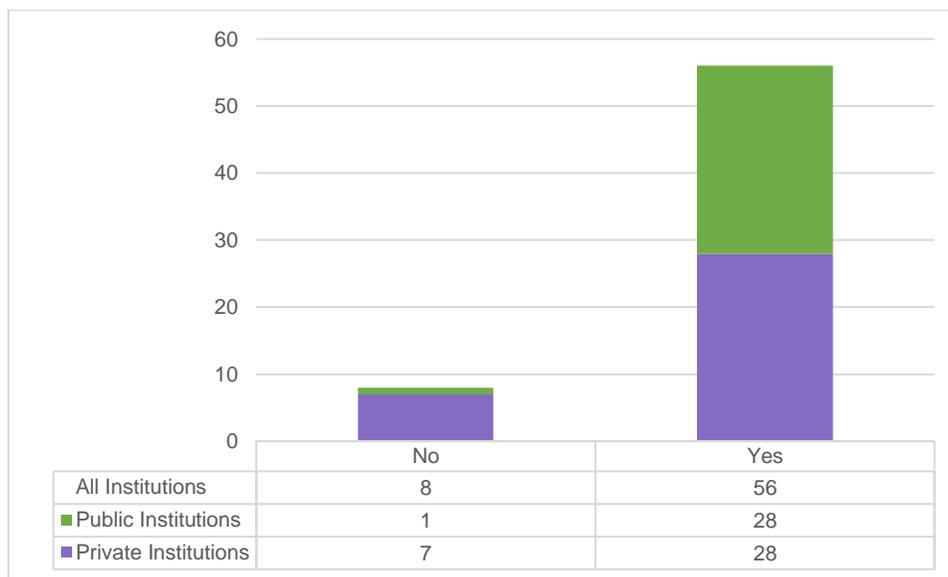
- For **all medical schools**, the median campaign length was 9 years. The median campaign goal was \$240 million, slightly lower than the 2019 median of \$245 million.
- For **all teaching hospitals**, the median campaign length was 8 years, and the median campaign goal was \$625 million, significantly lower than the \$1 billion median reported in 2019.
- For **all joint programs**, the median campaign length was 8 years, and the median campaign goal was \$1 billion, stable from 2019.
- For **all institutions**, the median campaign length was 8 years, and the median campaign goal was \$500 million, also stable from 2019.

Grateful Patient Programs

Graphs 13(a-g) display data summarizing responses to a series of questions introduced in 2020 regarding grateful patient fundraising programs **at teaching hospitals and joint programs**.

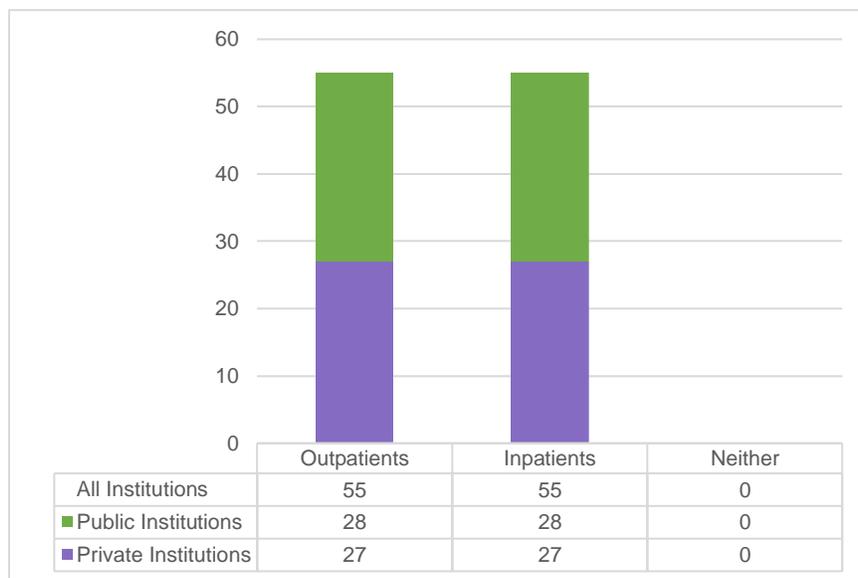
- 28 private and 28 public institutions indicated that they have access to conduct grateful patient fundraising.

Graph 13(a): Does your institution have access to conduct grateful patient fundraising efforts?

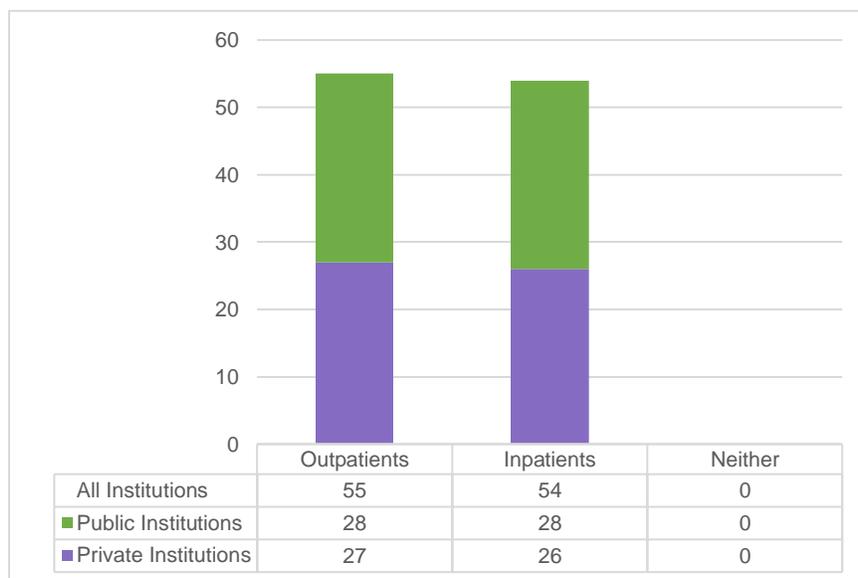


- All 28 Public institutions conducting grateful patient fundraising indicated that they have access and permission to screen both inpatients and outpatients. Among the 28 private institutions conducting grateful patient fundraising, one is lacking access and permission to screen outpatients, one has access but is lacking permission to screen inpatients, and one is lacking in both access and permission to screen inpatients.

Graph 13(b): Do you have access to screen?

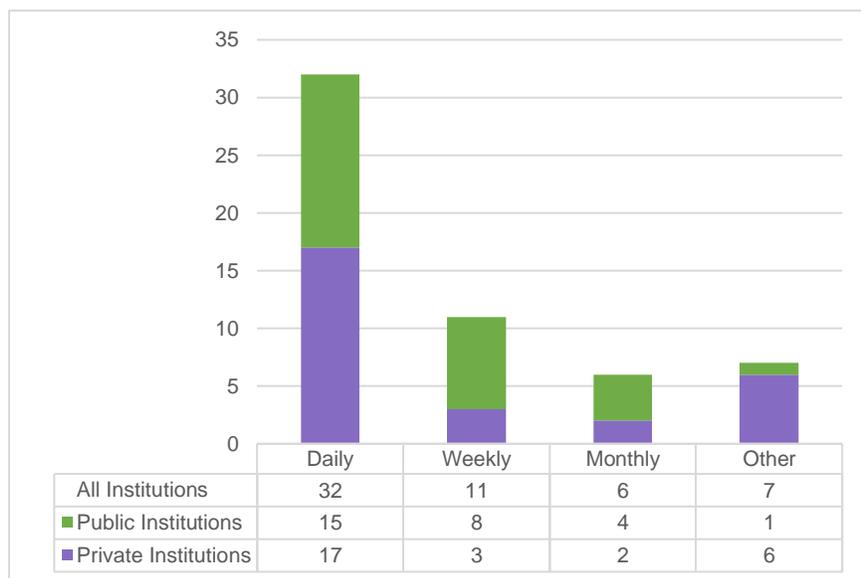


Graph 13(c): Do you have permission to screen?



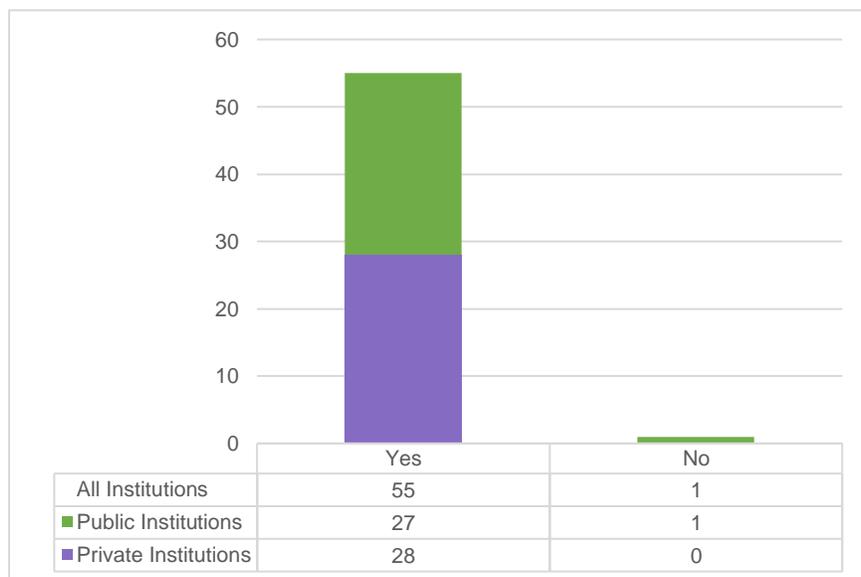
- Of the 56 institutions conducting regular screening, 32 are conducting such screenings nightly, with another 17 conducting weekly or monthly screenings.

Graph 13(d): How often do you screen new patients?



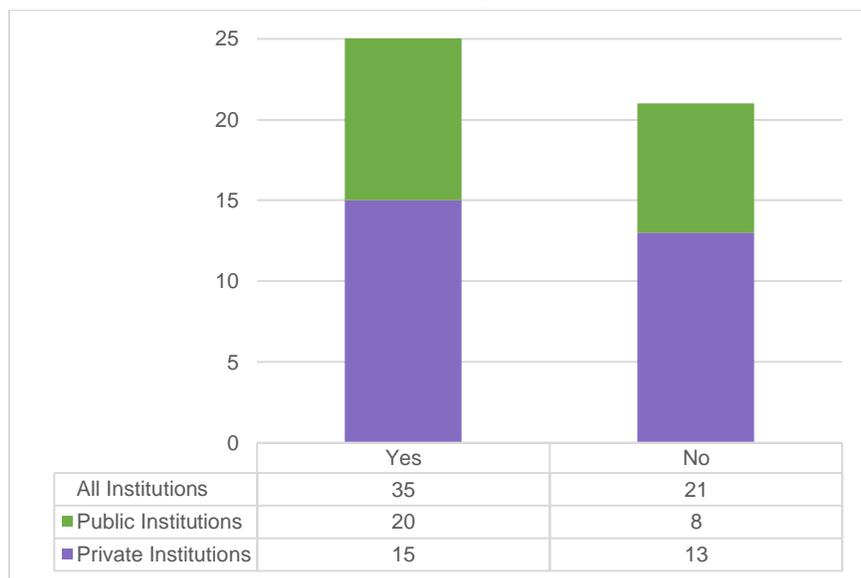
- Development offers partner with faculty at all but one of the 56 institutions.

Graph 13(e): Does your institution have development officers partner with faculty to secure referrals and engage prospects or donors?

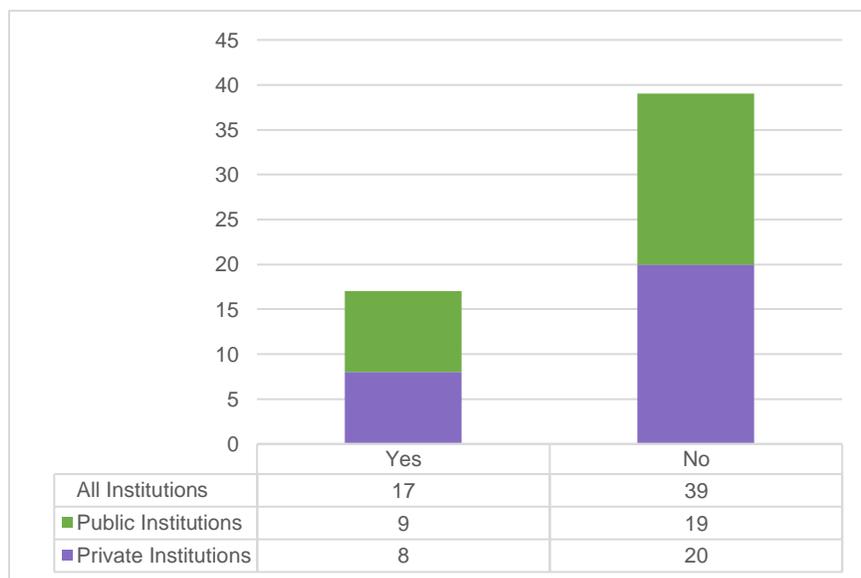


- 35 of the 56 institutions are tracking the number of caregiver referrals they receive, but only 17 have made this metric a Key Performance Indicator for their gift officers.

Graph 13(f): Do you track the number of caregiver referrals received by your office?



Graph 13(g): Do you track caregiver referrals as a KPI for each officer?



APPENDIX A

AAMC DEVELOPMENT LEADERSHIP COMMITTEE

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Secretary, The Trustees
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Michigan Medicine, University of Michigan

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Medicine and Biological Sciences Development
Senior Associate Vice President University
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Vice President for Development and Alumni
Relations
Fund for Johns Hopkins Medicine

AAMC CONTACTS

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Director, Constituent Engagement

Sarah Hook-Rogers
Senior Research and Data Analyst

Elisa K. Siegel
Chief Communications and Marketing Officer

Madalyn Sistik
Constituent Engagement Specialist

Stefanie Wilsey Wisniewski
Manager, Faculty and Compensation Data

GG+A CONTACTS

Kyle Gorden
Vice President

Jeff Nearhoof
Vice President

APPENDIX B LISTING OF 2020 SURVEY PARTICIPANTS

Medical Schools

- Baylor College of Medicine
- Boston University School of Medicine
- Brody School of Medicine at East Carolina University
- Case Western Reserve University School 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 International University Herbert Wertheim College of Medicine
- Florida State University College of Medicine
- George Washington University School of Medicine and Health Sciences
- Harvard Medical School
- Indiana University School of Medicine
- Jacobs School of Medicine and Biomedical Sciences at the University at Buffalo
- Loma Linda University School of Medicine
- Louisiana State University School of Medicine in Shreveport
- Loyola University Chicago Stritch School of Medicine
- 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 New Jersey Medical School
- 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
- Tulane University School of Medicine
- University of Arizona College of Medicine
- 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 Louisville School of Medicine
- University of Maryland School of Medicine
- University of Massachusetts Medical School
- 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 Columbia

- University of South Carolina School of Medicine Greenville
- 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
- West Virginia University School of Medicine
- Western Michigan University Homer Stryker M.D. School of Medicine
- Yale School of Medicine

Teaching Hospitals

- Atrium Health's Carolinas Medical Center
- Barnes-Jewish Hospital
- Beth Israel Deaconess Medical Center
- Brigham and Women's Hospital
- Cedars-Sinai Medical Center
- City of Hope's Helford Clinical Research Hospital
- Hospital for Special Surgery
- Houston Methodist Hospital
- Lahey Hospital & Medical Center, Burlington
- Maine Medical Center
- Massachusetts General Hospital
- Memorial Sloan-Kettering Cancer Center
- NewYork-Presbyterian Hospital
- University of Kansas Hospital
- University of Texas M.D. Anderson Cancer Center
- Vanderbilt University Medical Center

Joint Programs

- Albany Medical College & Albany Medical Center
- Albert Einstein College of Medicine & Montefiore Medical Center
- Donald and Barbara Zucker School of Medicine at Hofstra/Northwell & North Shore University Hospital
- Duke University School of Medicine & Duke University Hospital
- Emory University School of Medicine & Emory University Hospital
- Geisel School of Medicine at Dartmouth & Dartmouth-Hitchcock Medical Center
- Georgetown University School of Medicine & MedStar Georgetown University Hospital
- Icahn School of Medicine at Mount Sinai & The Mount Sinai Hospital
- Johns Hopkins University School of Medicine & Johns Hopkins Hospital
- Keck School of Medicine of the University of Southern California & LAC + USC Medical Center
- Mayo Clinic Alix School of Medicine & Mayo Clinic Hospital-Rochester, MN
- Medical College of Georgia at Augusta University & Augusta University Medical Center
- Medical College of Wisconsin & Froedtert and the Medical College of Wisconsin Froedtert Hospital
- New York University Grossman School of Medicine & NYU Langone Medical Center
- Ohio State University College of Medicine & Ohio State University Wexner Medical Center

- Oregon Health & Science University School of Medicine & OHSU Hospital
- Pennsylvania State University College of Medicine & Penn State Health, Milton S. Hershey Medical Center and Medical Groups
- Perelman School of Medicine at the University of Pennsylvania & Hospital of the University of Pennsylvania
- Robert Larner, M.D., College of Medicine at the University of Vermont & University of Vermont Medical Center
- Rush Medical College of Rush University Medical Center & Rush University Medical Center
- Sidney Kimmel Medical College at Thomas Jefferson University & Thomas Jefferson University Hospitals
- Stanford University School of Medicine & Stanford Health Care
- State University of New York Upstate Medical University & Upstate University Hospital
- University of Alabama School of Medicine & University of Alabama Hospital
- University of Arkansas for Medical Sciences College of Medicine & UAMS Medical Center
- University of California, Davis, School of Medicine & University of California, Davis Medical Center
- University of California, Irvine, School of Medicine & UCI Medical Center
- University of California, Los Angeles David Geffen School of Medicine & Ronald Reagan UCLA Medical Center
- University of California, San Francisco, School of Medicine & UCSF Medical Center
- University of Chicago Division of the Biological Sciences The Pritzker School of Medicine & University of Chicago Medical Center
- University of Cincinnati College of Medicine & University of Cincinnati Medical Center
- University of Colorado School of Medicine & University of Colorado Hospital
- University of Florida College of Medicine & UF Health Shands Hospital
- University of Iowa Roy J. and Lucille A. Carver College of Medicine & University of Iowa Hospitals and Clinics
- University of Kentucky College of Medicine & University of Kentucky Albert B. Chandler Hospital
- University of Miami Leonard M. Miller School of Medicine & Jackson Memorial Hospital
- University of Michigan Medical School & University of Michigan Hospital
- University of Minnesota Medical School & University of Minnesota Medical Center, Fairview
- University of Missouri-Columbia School of Medicine & University of Missouri Hospitals and Clinics
- University of North Carolina at Chapel Hill School of Medicine & University of North Carolina Hospitals
- University of Pittsburgh School of Medicine & UPMC Presbyterian Shadyside
- University of Rochester School of Medicine and Dentistry & Strong Memorial Hospital of the University of Rochester
- University of Texas Medical Branch School of Medicine & University of Texas Medical Branch Hospitals at Galveston
- University of Texas Southwestern Medical School & Parkland Health & Hospital System
- University of Utah School of Medicine & University of Utah Hospital
- University of Virginia School of Medicine & University of Virginia Medical Center
- University of Washington School of Medicine & University of Washington Medical Center
- Virginia Commonwealth University School of Medicine & VCU Medical Center
- Wake Forest School of Medicine of Wake Forest Baptist Medical Center & Wake Forest Baptist Medical Center



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