



Tomorrow's Doctors, Tomorrow's Cures®

2021 AAMC DEVELOPMENT SURVEY REPORT

AUGUST 2022

2021 AAMC Development Survey Report

Reporting 2020-2021 Gift Year Data

August 2022

Association of American Medical Colleges
Washington, D.C.

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Executive Summary

Overview

Each year, the Association of American Medical Colleges (AAMC) conducts the Development Survey to measure the impact, costs, and staffing of fundraising at its member medical schools and teaching hospitals. This annual benchmarking survey, initiated in 1999, supports a national database that serves as a management tool for medical school deans, teaching hospital CEOs, chief development officers, and other academic medicine leaders to assess the effectiveness of their institutional development programs. Through the compilation and analysis of annual data, the ongoing survey provides the opportunity to identify philanthropic trends useful for development planning and management purposes for medical schools and teaching hospitals.

Key findings from the 2021 survey representing the 2020-2021 gift year are presented in this report. At many institutions, the 2020-2021 gift year corresponds to the period of July 1, 2020 to June 30, 2021. The data from previous years may reflect new data that were received from respondents after the previous years' reports were released. In addition, for analysis purposes, institution ownership is based on AAMC reference tables, and any changes to the public or private status of an institution are made retroactive to prior years.

Access to institution-specific data is only available to the leadership of participating institutions and survey participants.

The figures in this report are not adjusted for inflation. The average Consumer Price Index for All Urban Consumers (CPI-U) for the fiscal year ending June 30, 2021, increased by 2.3% over the average CPI-U for the fiscal year ending June 30, 2020.¹

Appendix A lists members of the AAMC Development Leadership Committee, which includes chief development/advancement officers from AAMC member institutions who provide guidance to AAMC staff on the survey and other fundraising support efforts. It also lists key AAMC staff and representatives from GOBEL who support the AAMC's Development Survey program. For additional information about the Development Survey or the AAMC's fundraising support efforts, please contact Jennifer L. Blanck, MEd, MSWB at (202) 862-6015 or jblanck@aamc.org.

Methodology

The 2021 Development Survey was sent to 207 institutions in January 2022, and the survey closed in March 2022. Data were submitted by 124 institutions reporting development program activity for gift year 2020-2021 (a 59.9% response rate). The 124 institutions in the report represent 59 private institutions and 65 public institutions (corresponding to 47.6% and 52.4% of the respondents, respectively). Survey data for participating institutions may not be comparable or generalizable to data for nonparticipants. See Appendix B for a list of all responding institutions included in the analysis.

A copy of the 2021 Development Survey, which includes a glossary of terms used in the survey, is available on the [AAMC website](#) under the "Explore this report" section.

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:

¹ U.S. Bureau of Labor Statistics, U.S. Department of Labor. Databases, tables & calculators by subject. <https://data.bls.gov/timeseries/CUUR0000SA0>. Accessed July 18, 2022.

- **Medical school** – The development program is separate from the development program(s) of its primary teaching hospital(s). Of the 124 institutions in the report, 53 (or 42.7%) were medical schools.
- **Teaching hospital** – The development program is separate from that of the medical school. Of the 124 institutions in the report, 22 (or 17.7%) were teaching hospitals.
- **Joint program** – The development program is integrated and conducted jointly for the benefit of both the medical school and the medical school’s primary teaching hospital(s). Of the 124 institutions in the report, 49 (or 39.5%) were joint programs.

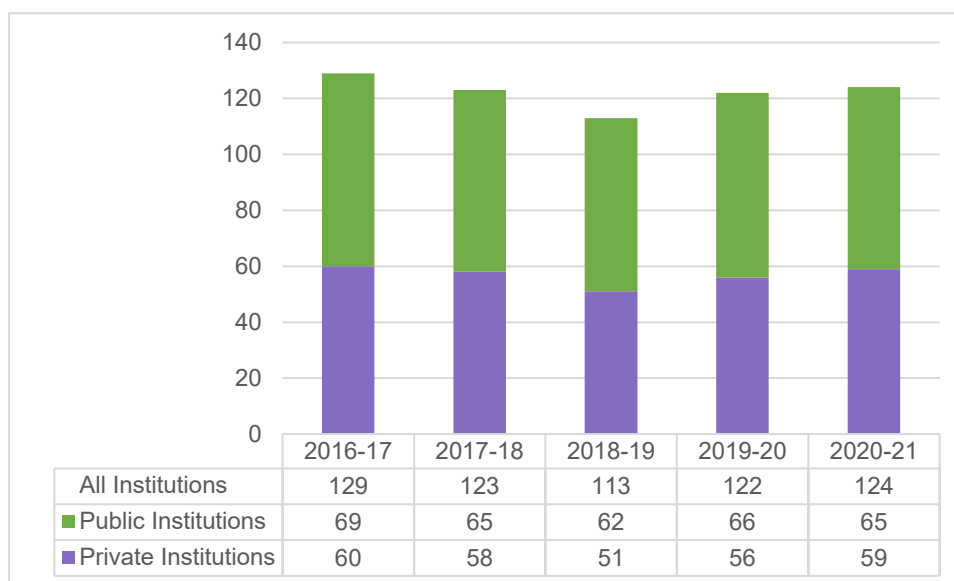
The term “all institutions” in this report indicates inclusion of data from all three classifications above. For the purposes of this report, in cases where an institution did not provide information in a particular data field, the sample size undergoing analysis was reduced accordingly.

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

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	6	8	14	2	1	3	27
Northeast	14	2	16	7	6	13	9	0	9	38
South	4	10	14	4	16	20	4	3	7	41
West	2	7	9	1	5	6	2	1	3	18
Grand Total	24	25	49	18	35	53	17	5	22	124

Graph 1(b): Participating Institutions



Selected Findings

- **Among all reporting institutions, mean philanthropic support increased in 2021** – The mean total private support among **all reporting institutions** increased by 2.5%, from \$83.3 million in 2020 to \$85.3 million in 2021. A decrease was seen in public institutions (down from \$58.9 million in 2020 to \$57.8 million in 2021), and an increase was seen in private institutions (up from \$111.5 million in 2020 to \$116.1 million in 2021).
- **Current operations gifts decreased on average, though it continued to be the largest category of private support gifts** – For all reporting institutions, the mean of current operations gifts decreased from \$63.6 million in 2020 to \$61.6 million in 2021. Unrestricted gifts accounted for 13.5% of total support dedicated to current operations, up from 11.2% in 2020.
- **Individuals who are not alumni or staff of medical schools or teaching hospitals remained the largest segment of individual donors.** Of the \$31.7 million mean total private support gifts by individuals received in 2021, \$25.2 million or 79.6% were contributed by domestic “other individuals” and another \$1.0 million or 3.3% from international non-alumni individuals, reported as a separate, mutually exclusive category for the first time in 2020.

The average gift size from domestic and international non-alumni, non-staff donors were \$4,690 and \$9,946, respectively, compared to the average gifts from medical school alumni of \$3,100.

- **Among institution donors, mean total dollars declined by 3.7%**, with decreases in average total gifts from Corporations (-11.7%), Personal/Family Foundations (-0.8%), Other Private Foundations (-3.5%), and Donor Advised Funds (-0.1%). There was an increase in Other Institutions/Organizations (1.9%).
- **Gifts of \$1 million or more increased**, with an increase in outright cash gifts (from 751 to 784) and an increase in new pledge commitments (from 932 to 1,130). Most of these new cash gifts were in the \$1 million-\$4.9 million range (which grew from 674 to 701 total gifts).
- **Staff sizes were stable on average overall.** Considering medians, public institution staff sizes shrank by 3 FTE, while private institution staff grew by 4 FTEs.
- **Median fundraising costs decreased** with program and personnel median expenses shrinking by \$50,646 and \$293,716, respectively. The mean support received from departments or areas outside of the medical school, teaching hospital, or joint program development office budget, as reported by a smaller portion of participating institutions, increased by \$131,933.
- The median **cost per dollar raised (CPDR)** decreased from \$0.12 to \$0.11, and the average increased from \$0.16 to \$0.18.
- **Average return on investment**, or the total dollars raised in relation to investment in personnel and operations, increased from \$11.64 in 2020 to \$12.40 in 2021. Public institutions had a higher average return on investment than private institutions, with means of \$13.95 and \$10.56, respectively.
- **About 47% of the institutions were involved in a campaign** – 47% of the institutions surveyed reported being involved in a campaign in 2021, down from 57% in the 2020 survey.

- There were 39 private and 34 public institutions which indicated that they have access to conduct **grateful patients/grateful patients' families fundraising efforts**.

Of these 73 institutions, 62, or 84.9%, indicated having access and permission to screen inpatients and 68, or 93.2%, indicated having access and permission to screen outpatients. Daily screenings remained the most popular frequency of screening, though a higher percentage of institutions reported monthly screenings in 2021 than in 2020.

- **Median support for scholarships decreased, while mean support for scholarships increased** – The overall median support for scholarships decreased from \$1.8 million in 2020 to \$1.4 million in 2021. Mean support for scholarships increased from \$3.5 million in 2020 to \$4.4 million in 2021.
- **The philanthropic environment** – The fundraising figures reflected in this summary come from July 2020-June 2021, a period in which the country (and the world) was still grappling with the worst of the COVID-19 pandemic. As such, it is heartening to see that overall fundraising is up from the previous year's totals, and for private institutions, in fact, exceeded the average fundraising totals reported in the 2019 survey (featuring data from the 2018-2019 gift year, prior to the pandemic).

The increase in fundraising totals appears to correlate with an industry-wide trend to focus on major and principal gifts. This can be evidenced by the significant increase in the number of \$1M+ gifts—especially in \$1M+ pledges—reported in this year's data. Of particular note is that all the growth in \$1M+ outright gifts came from public institutions, as private institutions actually saw a decrease in \$1M+ outright gifts compared to 2020 data. Where private institutions more than made up the difference was in new \$1M+ pledge commitments, which increased by 26% for private institutions, and by 10% for public institutions (an increase of 21% for all institutions). Given the economic uncertainties of the past few years, it makes sense that institutions appear to be focused on committing major donors to multi-year pledges.

Related, take note of the increase in gifts at the highest level. Pledges and outright gifts of \$50M+ increased by 33% over 2020 data. While impressive, that number is still slightly below the number of \$50M+ gifts and pledges reported in the 2019 data. Interestingly, private institutions saw a 100% increase in \$50M+ pledges and gifts when compared to the 2019 data, while public institutions saw a drop of more than 80% in the number of \$50M+ gift and pledges over the same time.

The increase in major and principal giving is especially interesting in that, during the time these gifts and pledges were solicited, in-person visits were likely a rare occurrence. While the pandemic has been challenging in myriad ways, it has encouraged development shops to think more broadly about major gift and principal gift solicitation strategies—everything from the timeline in which they expected gifts to come to fruition to the manner in which solicitations take place. A seven-figure solicitation done entirely over phone calls, emails, and video chats would have been shocking in 2019. In today's world, it is now commonplace.

While the increased focus on major and principal giving has helped development departments overall bounce back from 2020 decreases, consideration should be given to focusing overwhelmingly on those donor streams. If global and domestic economic uncertainty continues, or even worsens, it could have an impact on those seven-figure gifts or higher. In the last two U.S. economic recessions, overall fundraising totals declined.

With that in mind, development programs would be wise to ensure they are retaining as many donors as they can, at all levels. The fundraising industry overall has seen a drop in number of donors from 2020 to 2021, particularly among small-dollar donors. (Indeed, the average number of individual donors reported in this year's survey decreased 5% from the 2020 data.) These may have included new donors who were inspired to give by the COVID-19 pandemic and who have seemingly not been retained. Is it too late to reengage these donors, who may have reached out to your organizations for potentially the first time? Are there opportunities to convert some of these low-level donors to leadership level donors or volunteers? Should the economy continue to struggle, having the widest possible donor base could help to offset potential decreases from major donations.

Endowments are a larger story worth noting. Over the course of 2021, average medical school endowments increased 22%, while average teaching hospital endowments grew by 48%. This is a broader economic trend, as the National Association of College and University Business Officers reported in February 2022 that the average college endowment increased by 35% over the same period. Those gains are widely attributed to a surge in the U.S. financial markets and other investment vehicles. Since the end of 2021, the markets have become significantly more challenging, meaning that many of those endowment gains may have already been lost. This will be a trend to watch in next year's survey, and into the future.

Lastly, as major healthcare systems regularly report nine-figure losses each quarter, and as smaller healthcare providers struggle to operate with increased economic and workforce pressures, it could be argued that the case for healthcare philanthropy has never been more urgent. The increase in overall dollars raised in 2021, in the face of tremendous challenges, demonstrates that our industry is up to the task at hand.

Total Private Support

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

	Program Type	Current Operations	Endowment	Capital Gifts	Total	
Number Reporting	Private	Joint Program	24	24	23	24
		Medical School	18	18	13	18
		Teaching Hospital	16	15	14	16
		Private Subtotal	58	57	50	58
	Public	Joint Program	25	25	23	25
		Medical School	35	35	19	35
		Teaching Hospital	5	3	2	5
		Public Subtotal	65	63	44	65
	Total	123	120	94	123	
	Medians	Private	Joint Program	\$57,638,536	\$13,884,906	\$3,466,622
Medical School			\$25,360,300	\$7,450,686	\$351,115	\$34,158,098
Teaching Hospital			\$43,138,128	\$12,916,901	\$13,324,001	\$82,427,284
Private Subtotal			\$37,832,589	\$11,625,217	\$3,081,349	\$64,067,764
Public		Joint Program	\$37,377,629	\$13,546,373	\$1,645,080	\$65,810,060
		Medical School	\$6,258,842	\$1,718,005	\$100,526	\$7,897,812
		Teaching Hospital	\$9,455,646	\$5,228,169	\$9,290,366	\$22,659,840
		Public Subtotal	\$13,118,648	\$5,777,609	\$884,877	\$22,063,522
Total		\$27,618,700	\$8,092,011	\$1,543,000	\$37,430,281	
Means		Private	Joint Program	\$95,520,800	\$23,718,854	\$14,561,470
	Medical School		\$48,255,194	\$15,087,118	\$2,226,604	\$64,950,415
	Teaching Hospital		\$103,020,020	\$18,347,665	\$31,905,044	\$148,137,869
	Private Subtotal		\$82,920,914	\$19,579,572	\$16,210,605	\$116,137,567
	Public	Joint Program	\$85,873,435	\$22,542,192	\$7,037,796	\$114,890,399
		Medical School	\$13,173,507	\$6,133,017	\$687,320	\$19,679,641
		Teaching Hospital	\$32,735,298	\$5,358,856	\$9,290,366	\$39,666,758
		Public Subtotal	\$42,639,771	\$12,607,730	\$4,397,935	\$57,836,634
	Total	\$61,634,131	\$15,919,355	\$10,681,270	\$85,328,131	

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



- Mean total private support for all institutions was up in 2021 from 2020, increasing 2.5% from \$83.3 million to \$85.3 million. Median total private support across all institutions also increased, from \$36.4 million in 2020 to \$37.4 million in 2021.
- The greatest increase by designation was seen in gifts supporting Capital Purposes, which increased by nearly 50%, from an average across all institutions of \$7.3 million in 2020 to \$10.7 million in 2021. This trend was not seen at public institutions, which saw a decrease in average gifts supporting Capital Purposes, from \$5.6 million in 2020 to \$4.4 million in 2021.
- Endowment gifts also increased, from \$14.1 million in 2020 to \$15.9 million in 2021. Gifts to Current Operations shrank by 3.1%, from \$63.6 million in 2020 to \$61.6 million in 2021.

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 Program	23	24	95.83%
		Medical School	17	18	94.44%
		Teaching Hospital	16	16	100.00%
		Private Subtotal	56	58	96.55%
	Public	Joint Program	23	25	92.00%
		Medical School	23	35	65.71%
		Teaching Hospital	5	5	100.00%
		Public Subtotal	51	65	78.46%
	Total		107	123	86.99%
	Medians	Private	Joint Program	\$3,066,812	\$57,638,536
Medical School			\$1,120,224	\$25,360,300	4.42%
Teaching Hospital			\$5,405,796	\$43,138,128	12.53%
Private Subtotal			\$2,976,581	\$37,832,589	7.87%
Public		Joint Program	\$768,905	\$37,377,629	2.06%
		Medical School	\$383,969	\$6,258,842	6.13%
		Teaching Hospital	\$1,743,567	\$9,455,646	18.44%
		Public Subtotal	\$646,295	\$13,118,648	4.93%
Total		\$1,599,712	\$27,618,700	5.79%	
Means		Private	Joint Program	\$11,050,117	\$95,520,800
	Medical School		\$7,162,152	\$48,255,194	14.84%
	Teaching Hospital		\$16,243,498	\$103,020,020	15.77%
	Private Subtotal		\$11,353,665	\$82,920,914	13.69%
	Public	Joint Program	\$5,479,164	\$85,873,435	6.38%
		Medical School	\$3,980,452	\$13,173,507	30.22%
		Teaching Hospital	\$7,018,069	\$32,735,298	21.44%
		Public Subtotal	\$4,954,147	\$42,639,771	11.62%
	Total		\$8,303,427	\$61,634,131	13.47%

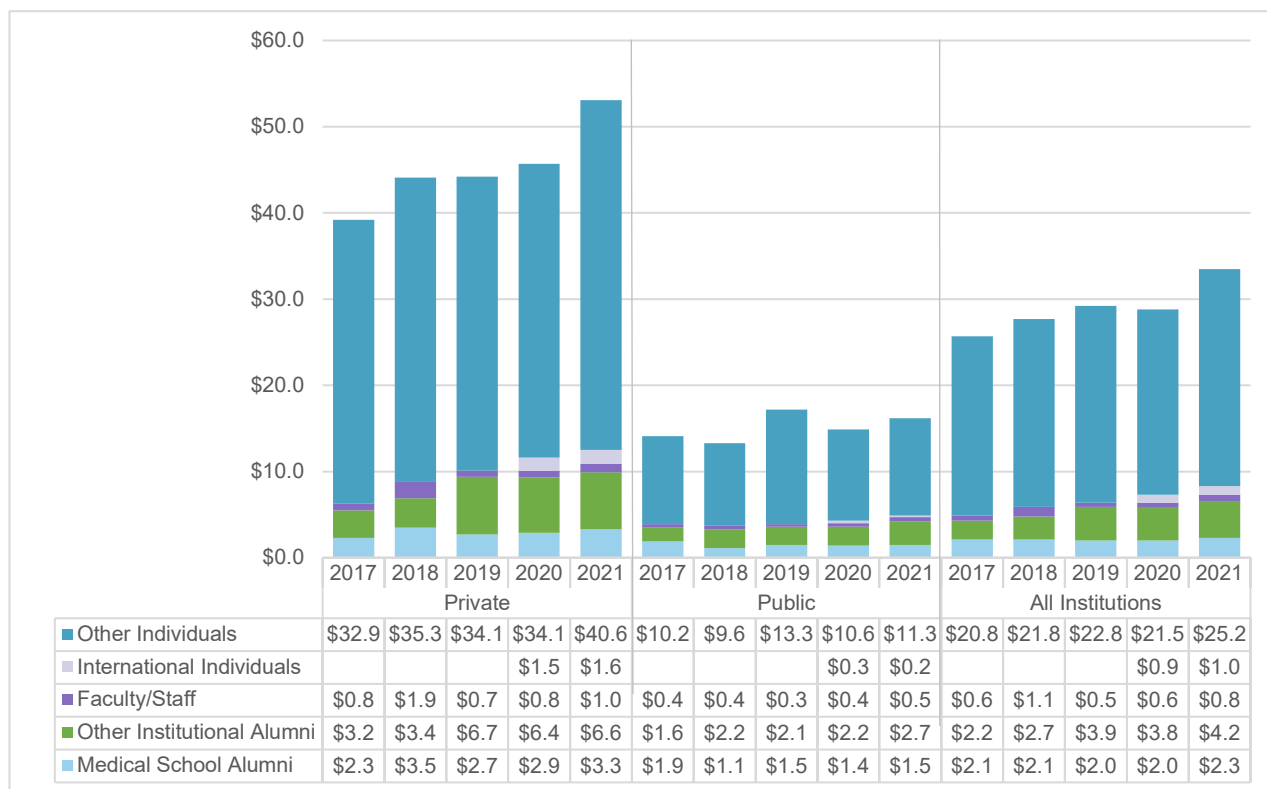
- Among gifts to current operations, the mean percentage of unrestricted dollars decreased among private institutions from 14.1% to 13.7% but increased among public institutions from 5.6% to 11.6%, bringing up the overall average from 11.2% to 13.5%.

Individual Giving

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 Program	22	20	20	19	24	24
		Medical School	18	17	17	12	18	18
		Teaching Hospital	2	1	14	11	16	16
		Private Subtotal	42	38	51	42	58	58
	Public	Joint Program	25	24	23	17	25	25
		Medical School	32	34	33	10	35	35
		Teaching Hospital	0	1	2	2	4	4
		Public Subtotal	57	59	58	29	64	64
	Total		99	97	109	71	122	122
	Medians	Private	Joint Program	\$1,883,058	\$1,644,473	\$723,323	\$44,243	\$19,379,715
Medical School			\$2,068,927	\$539,588	\$202,650	\$31,710	\$3,904,996	\$7,984,682
Teaching Hospital			\$2,115,171	\$32,676	\$742,970	\$305,391	\$32,736,171	\$35,624,802
Private Subtotal			\$1,969,849	\$927,507	\$616,009	\$72,345	\$16,418,377	\$24,483,480
Public		Joint Program	\$1,894,145	\$1,782,321	\$364,849	\$64,462	\$7,071,676	\$14,669,721
		Medical School	\$432,587	\$72,178	\$101,083	\$3,764	\$1,303,317	\$2,583,763
		Teaching Hospital	\$0	\$22,927	\$3,272,871	\$1,509,387	\$6,050,707	\$9,335,413
		Public Subtotal	\$932,870	\$425,837	\$206,007	\$28,988	\$3,646,474	\$5,801,199
Total		\$1,273,626	\$616,114	\$345,629	\$40,050	\$6,583,195	\$10,460,130	
Means		Private	Joint Program	\$3,275,911	\$7,948,628	\$1,686,433	\$1,965,147	\$42,548,262
	Medical School		\$3,411,217	\$5,461,717	\$411,137	\$1,073,041	\$9,923,810	\$19,596,971
	Teaching Hospital		\$2,115,171	\$32,676	\$792,354	\$1,634,160	\$72,047,488	\$74,130,722
	Private Subtotal		\$3,278,626	\$6,627,748	\$1,015,901	\$1,623,573	\$40,561,150	\$49,346,627
	Public	Joint Program	\$2,345,474	\$5,602,319	\$832,902	\$175,295	\$21,647,764	\$30,256,935
		Medical School	\$888,930	\$645,441	\$179,921	\$23,980	\$3,362,104	\$4,978,330
		Teaching Hospital	\$0	\$22,927	\$3,272,871	\$1,509,387	\$16,706,435	\$19,103,296
		Public Subtotal	\$1,527,765	\$2,651,247	\$545,515	\$215,124	\$11,338,960	\$15,735,595
	Total		\$2,270,554	\$4,209,052	\$765,604	\$1,048,291	\$25,231,477	\$31,714,611

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



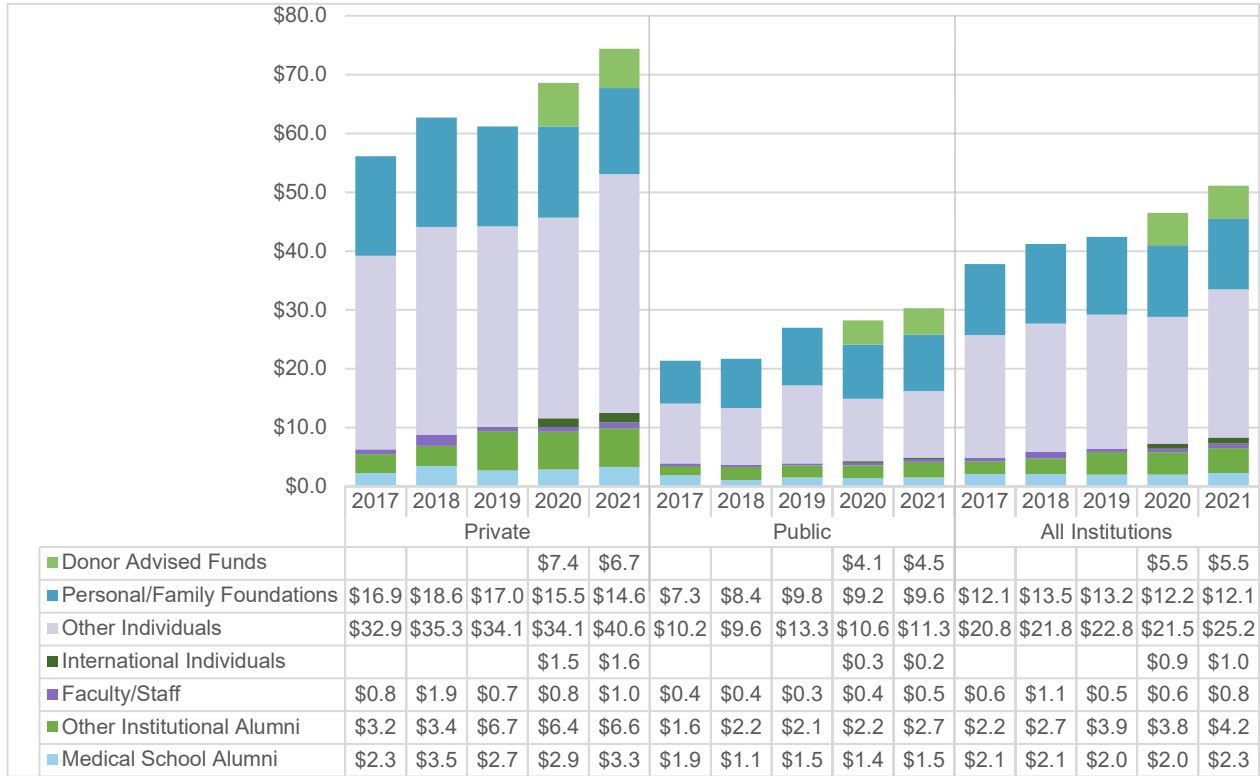
Note: Mutually exclusive reporting of giving from International Individuals began in 2020.

- Non-alumni, non-staff/faculty, non-international individuals (designated as “Other Individuals”) contributed a mean of \$25.2 million, or 79.6%, of all individual gifts received by all institutions in 2021; \$1.0 million, or 3.3%, of the total came from International Individuals.
- The mean gifts from all individuals across all institutions were up, from \$27.5 million in 2020 to \$31.7 million in 2021. The increase was seen across both private institutions, which saw an increase from \$42.7 million in 2020 to \$49.3 million in 2021, and public institutions, which increased from \$14.5 million in 2020 to \$15.7 million in 2021.

**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 Program	22	20	20	19	24	24	21	24
		Medical School	18	17	17	12	18	16	11	18
		Teaching Hospital	2	1	14	11	16	16	15	16
		Private Subtotal	42	38	51	42	58	56	47	58
	Public	Joint Program	25	24	23	17	25	23	23	25
		Medical School	32	34	33	10	35	28	26	35
		Teaching Hospital	0	1	2	2	4	5	4	5
		Public Subtotal	57	59	58	29	64	56	53	65
	Total	99	97	109	71	122	112	100	123	
	Medians	Private	Joint Program	\$1,883,058	\$1,644,473	\$723,323	\$44,243	\$19,379,715	\$7,760,258	\$1,814,945
Medical School			\$2,068,927	\$539,588	\$202,650	\$31,710	\$3,904,996	\$1,489,913	\$300,928	\$9,220,952
Teaching Hospital			\$2,115,171	\$32,676	\$742,970	\$305,391	\$32,736,171	\$12,397,170	\$7,670,268	\$68,243,574
Private Subtotal			\$1,969,849	\$927,507	\$616,009	\$72,345	\$16,418,377	\$7,760,258	\$2,544,461	\$37,538,184
Public		Joint Program	\$1,894,145	\$1,782,321	\$364,849	\$64,462	\$7,071,676	\$6,221,599	\$2,684,868	\$27,449,601
		Medical School	\$432,587	\$72,178	\$101,083	\$3,764	\$1,303,317	\$345,689	\$237,300	\$3,587,850
		Teaching Hospital	\$0	\$22,927	\$3,272,871	\$1,509,387	\$6,050,707	\$1,339,046	\$2,047,673	\$16,849,218
		Public Subtotal	\$932,870	\$425,837	\$206,007	\$28,988	\$3,646,474	\$1,224,615	\$913,767	\$10,405,175
Total		\$1,273,626	\$616,114	\$345,629	\$40,050	\$6,583,195	\$2,867,146	\$1,411,682	\$17,338,924	
Means		Private	Joint Program	\$3,275,911	\$7,948,628	\$1,686,433	\$1,965,147	\$42,548,262	\$17,197,368	\$5,795,457
	Medical School		\$3,411,217	\$5,461,717	\$411,137	\$1,073,041	\$9,923,810	\$5,944,369	\$2,189,600	\$26,218,944
	Teaching Hospital		\$2,115,171	\$32,676	\$792,354	\$1,634,160	\$72,047,488	\$19,296,012	\$11,405,496	\$104,119,386
	Private Subtotal		\$3,278,626	\$6,627,748	\$1,015,901	\$1,623,573	\$40,561,150	\$14,581,838	\$6,741,971	\$68,888,964
	Public	Joint Program	\$2,345,474	\$5,602,319	\$832,902	\$175,295	\$21,647,764	\$18,137,434	\$9,265,693	\$55,467,812
		Medical School	\$888,930	\$645,441	\$179,921	\$23,980	\$3,362,104	\$2,372,120	\$660,760	\$7,366,876
		Teaching Hospital	\$0	\$22,927	\$3,272,871	\$1,509,387	\$16,706,435	\$10,260,968	\$1,642,020	\$26,857,221
		Public Subtotal	\$1,527,765	\$2,651,247	\$545,515	\$215,124	\$11,338,960	\$9,551,521	\$4,469,034	\$27,366,494
	Total	\$2,270,554	\$4,209,052	\$765,604	\$1,048,291	\$25,231,477	\$12,066,680	\$5,537,314	\$46,946,195	

Graph 3(d): Mean Total Private Support from Individuals Including Personal/Family Foundations and Donor Advised Funds
(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 Program	22	20	20	19	24	24	
		Medical School	18	17	17	12	18	18	
		Teaching Hospital	2	1	14	11	16	16	
		Private Subtotal	42	38	51	42	58	58	
	Public	Joint Program	24	24	23	17	25	25	
		Medical School	32	34	33	10	35	35	
		Teaching Hospital	0	1	2	2	4	4	
		Public Subtotal	56	59	58	29	64	64	
	Total		98	97	109	71	122	122	
	Mean Number of Donors	Private	Joint Program	973	2,211	588	108	19,580	22,890
			Medical School	1,173	297	188	41	2,344	4,003
			Teaching Hospital	390	18	1,090	159	47,587	48,700
Private Subtotal			1,031	1,297	593	102	21,957	24,149	
Public		Joint Program	1,090	1,713	557	45	9,366	12,600	
		Medical School	433	289	175	17	847	1,694	
		Teaching Hospital	0	64	6,660	131	36,209	39,621	
		Public Subtotal	715	864	550	41	6,385	8,324	
Total		850	1,034	570	77	13,788	15,847		
Mean Gift Size		Private	Joint Program	\$2,888	\$9,541	\$4,042	\$15,147	\$4,079	\$4,124
			Medical School	\$3,244	\$17,785	\$5,917	\$12,870	\$9,347	\$5,717
			Teaching Hospital	\$23,003	\$1,815	\$2,919	\$13,890	\$4,285	\$3,582
	Private Subtotal		\$3,998	\$13,026	\$4,359	\$14,167	\$5,771	\$4,469	
	Public	Joint Program	\$2,809	\$4,953	\$2,934	\$3,687	\$2,936	\$3,149	
		Medical School	\$2,139	\$3,945	\$8,136	\$3,649	\$4,569	\$3,312	
		Teaching Hospital	\$0	\$358	\$465	\$5,987	\$1,028	\$790	
		Public Subtotal	\$2,426	\$4,294	\$5,809	\$3,833	\$3,710	\$3,091	
	Total		\$3,100	\$7,715	\$5,130	\$9,946	\$4,690	\$3,746	

- Mean gift sizes from individuals for all institutions increased from \$3,580 in 2020 to \$3,746 in 2021. For private institutions, mean gift sizes from individuals decreased from \$4,559 in 2020 to \$4,469 in 2021, while those gifts to public institutions increased from \$2,737 to \$3,091.

- The decrease in mean gift size from individuals for private institutions seems to be driven by a decrease in mean gift size from other institutional alumni and other individuals. The mean gift size from medical school alumni, medical staff/faculty, and international individuals at private institutions increased from 2020 to 2021.
- Mean gift sizes from medical school alumni at all institutions rose from \$2,032 in 2020 to \$3,100 in 2021. Mean medical school alumni gifts to private were larger than to public institutions (\$3,998 and \$2,426, respectively), and mean gifts from other institutional alumni at private institutions (\$13,026) were over three times as large as those to public institutions (\$4,294).

Alumni Giving

Table 4: MD Alumni Giving

		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 Program	22	18	22	20	19
		Medical School	18	17	18	18	18
		Private Subtotal	40	35	40	38	37
	Public	Joint Program	25	18	23	19	19
		Medical School	32	20	30	23	22
		Public Subtotal	57	38	53	42	41
	Total		97	73	93	80	78
Medians	Private	Joint Program	6,099	99	372	385	\$288,625
		Medical School	7,788	120	295	495	\$520,161
		Private Subtotal	7,045	111	361	417	\$306,448
	Public	Joint Program	8,159	17	469	157	\$148,303
		Medical School	4,183	29	138	127	\$63,499
		Public Subtotal	5,980	26	235	134	\$102,149
	Total		6,195	61	275	238	\$157,008
Means	Private	Joint Program	7,343	124	425	421	\$1,157,710
		Medical School	6,697	225	463	533	\$570,396
		Private Subtotal	7,052	173	442	474	\$871,990
	Public	Joint Program	7,911	50	505	321	\$186,923
		Medical School	5,243	47	223	249	\$122,635
		Public Subtotal	6,414	49	345	281	\$152,427
	Total		6,677	108	387	373	\$493,758

- The mean number of alumni gifts at public institutions were more often restricted than unrestricted (345 vs. 281) while at private institutions the reverse was true (442 restricted gifts vs. 474 unrestricted).

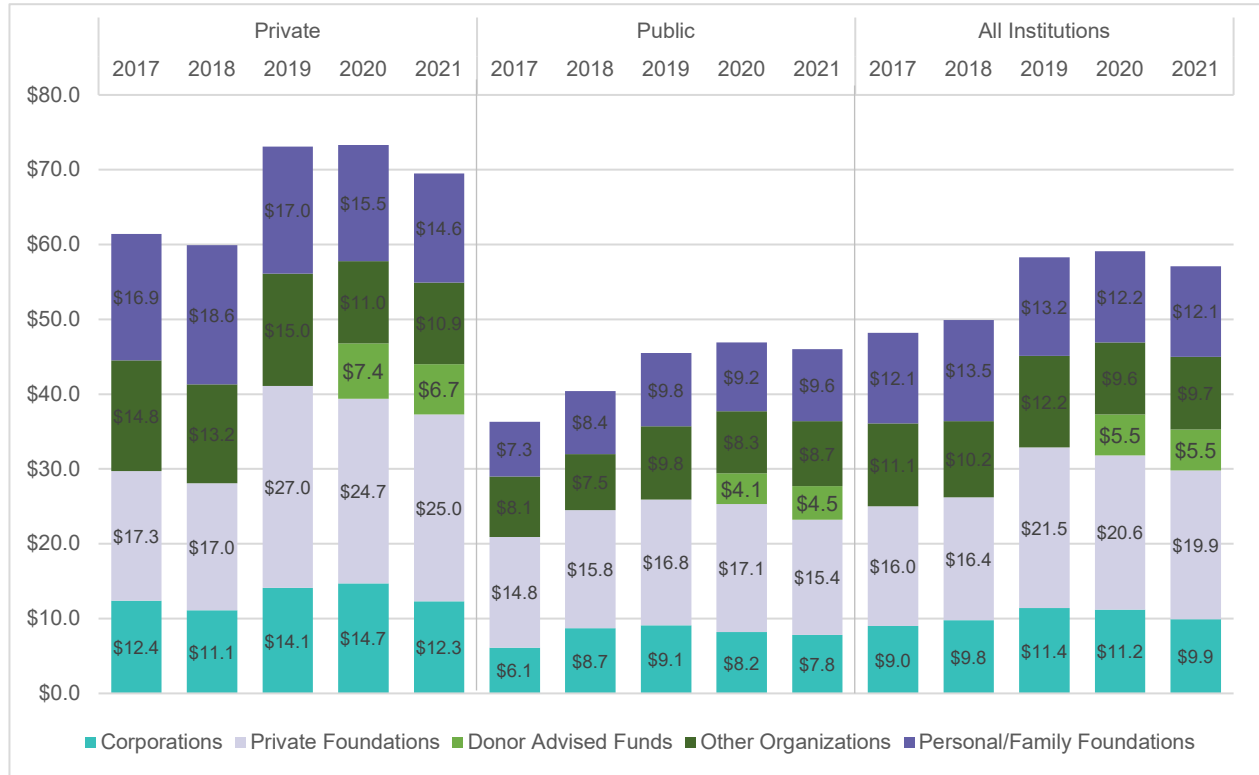
- The mean number of MD alumni donors making unrestricted gifts of \$1,000 and larger for all medical schools was 108, up from 88 in 2020. The increase was seen at private institutions (from 128 to 173); public institutions saw a decrease (from 55 to 49).
- Median total unrestricted gifts from MD Alumni were lower, from \$161,265 in 2020 to \$157,008 in 2021.

Institutional Giving

Table 5(a): Total Private Support from Institutions/Organizations

		Program Type	Corporations	Personal/ Family Foundations	Donor Advised Funds*	Other Private Foundations	Other Institutions/ Organizations	Institutions/ Organizations Total
Number Reporting	Private	Joint Program	24	24	21	23	24	24
		Medical School	18	16	11	17	18	18
		Teaching Hospital	16	16	15	14	14	16
		Private Subtotal	58	56	47	54	56	58
	Public	Joint Program	25	23	23	25	25	25
		Medical School	35	28	26	32	33	35
		Teaching Hospital	5	5	4	4	3	5
		Public Subtotal	65	56	53	61	61	65
	Total		123	112	100	115	117	123
	Medians	Private	Joint Program	\$9,132,977	\$7,760,258	\$1,814,945	\$18,733,628	\$7,834,199
Medical School			\$3,355,321	\$1,489,913	\$300,928	\$7,795,677	\$3,841,435	\$25,942,088
Teaching Hospital			\$5,234,235	\$12,397,170	\$7,670,268	\$9,055,347	\$1,304,284	\$41,381,101
Private Subtotal			\$6,590,575	\$7,760,258	\$2,544,461	\$11,531,179	\$4,388,223	\$33,921,225
Public		Joint Program	\$5,810,793	\$6,221,599	\$2,684,868	\$15,369,637	\$8,012,877	\$39,535,001
		Medical School	\$1,356,871	\$345,689	\$237,300	\$1,273,572	\$402,350	\$5,544,957
		Teaching Hospital	\$2,522,205	\$1,339,046	\$2,047,673	\$6,336,049	\$4,951,503	\$17,891,493
		Public Subtotal	\$3,354,753	\$1,224,615	\$913,767	\$4,012,127	\$2,808,103	\$16,166,141
Total		\$4,334,761	\$2,867,146	\$1,411,682	\$7,253,885	\$3,379,722	\$25,435,964	
Means		Private	Joint Program	\$13,758,488	\$17,197,368	\$5,795,457	\$30,963,315	\$11,282,688
	Medical School		\$12,484,936	\$5,944,369	\$2,189,600	\$17,900,414	\$9,325,662	\$45,338,517
	Teaching Hospital		\$9,740,600	\$19,296,012	\$11,405,496	\$23,726,384	\$12,295,955	\$71,248,810
	Private Subtotal		\$12,254,865	\$14,581,838	\$6,741,971	\$24,974,679	\$10,906,961	\$65,580,348
	Public	Joint Program	\$13,060,491	\$18,137,434	\$9,265,693	\$31,791,005	\$14,470,178	\$84,532,552
		Medical School	\$4,545,716	\$2,372,120	\$660,760	\$3,557,046	\$4,674,046	\$14,593,377
		Teaching Hospital	\$4,245,313	\$10,260,968	\$1,642,020	\$7,152,303	\$4,393,935	\$24,178,100
		Public Subtotal	\$7,797,522	\$9,551,521	\$4,469,034	\$15,364,095	\$8,675,078	\$42,230,346
	Total		\$9,899,358	\$12,066,680	\$5,537,314	\$19,876,891	\$9,743,330	\$53,240,916

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



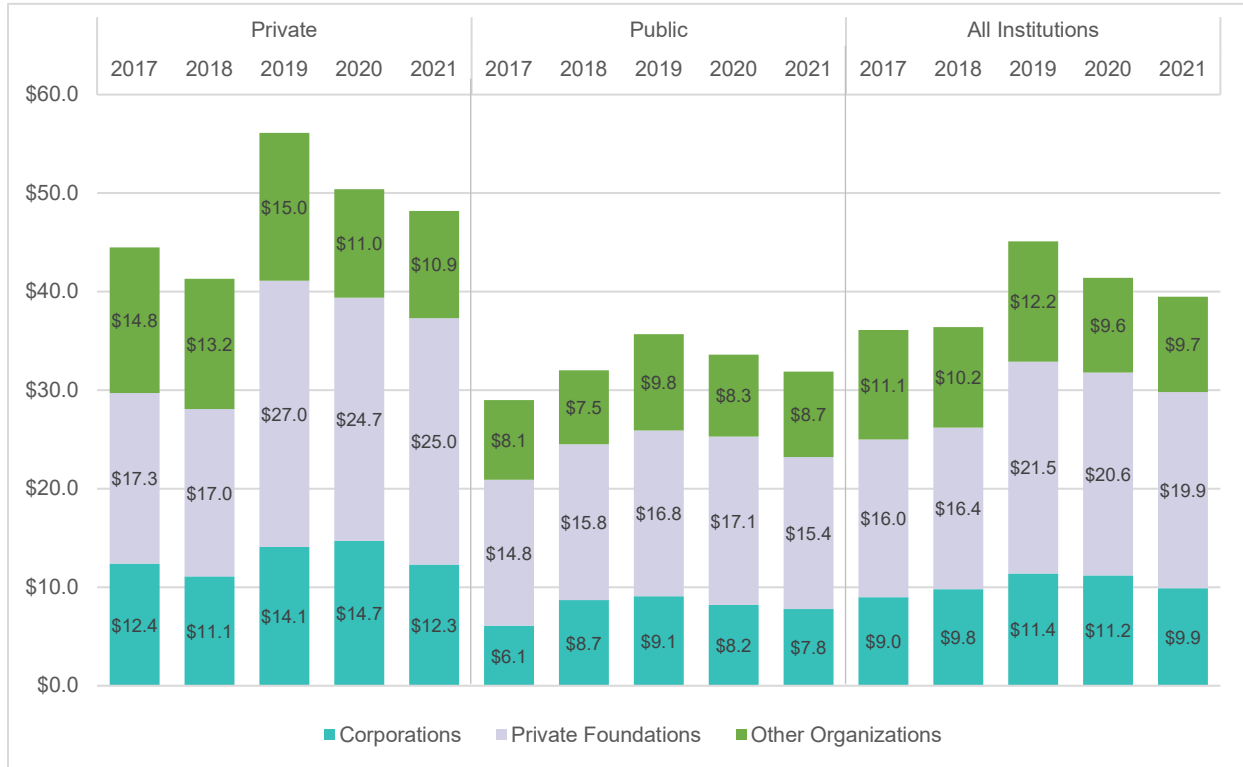
Note: Mutually exclusive reporting of giving from Donor Advised Funds began in 2021.

- Corporations contribute around one fifth of all organizational dollars received, \$9.9 million out of \$53.2 million in 2021 across all institutions, with similar ratios at public and private institutions.
- For both private and public institutions, there were drops in mean gifts from corporations and other private foundations in 2021. While gifts from donor advised funds, personal/family foundations, and other organizations decreased for private institutions, they increased for public institutions.

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

	Program Type	Corporations	Private Foundations	Other Institutions/Organizations	Institutions/Organizations Total (With Exclusions)	
Number Reporting	Private	Joint Program	24	23	24	24
		Medical School	18	17	18	18
		Teaching Hospital	16	14	14	16
		Private Subtotal	58	54	56	58
	Public	Joint Program	25	25	25	25
		Medical School	35	32	33	35
		Teaching Hospital	5	4	3	5
		Public Subtotal	65	61	61	65
	Total	123	115	117	123	
	Medians	Private	Joint Program	\$9,132,977	\$18,733,628	\$7,834,199
Medical School			\$3,355,321	\$7,795,677	\$3,841,435	\$14,469,382
Teaching Hospital			\$5,234,235	\$9,055,347	\$1,304,284	\$17,911,454
Private Subtotal			\$6,590,575	\$11,531,179	\$4,388,223	\$22,308,465
Public		Joint Program	\$5,810,793	\$15,369,637	\$8,012,877	\$32,708,633
		Medical School	\$1,356,871	\$1,273,572	\$402,350	\$4,895,581
		Teaching Hospital	\$2,522,205	\$6,336,049	\$4,951,503	\$3,710,216
		Public Subtotal	\$3,354,753	\$4,012,127	\$2,808,103	\$10,191,376
Total		\$4,334,761	\$7,253,885	\$3,379,722	\$16,325,922	
Means		Private	Joint Program	\$13,758,488	\$30,963,315	\$11,282,688
	Medical School		\$12,484,936	\$17,900,414	\$9,325,662	\$38,716,545
	Teaching Hospital		\$9,740,600	\$23,726,384	\$12,295,955	\$41,260,146
	Private Subtotal		\$12,254,865	\$24,974,679	\$10,906,961	\$46,038,011
	Public	Joint Program	\$13,060,491	\$31,791,005	\$14,470,178	\$59,321,675
		Medical School	\$4,545,716	\$3,557,046	\$4,674,046	\$12,204,830
		Teaching Hospital	\$4,245,313	\$7,152,303	\$4,393,935	\$12,603,516
		Public Subtotal	\$7,797,522	\$15,364,095	\$8,675,078	\$30,357,362
	Total	\$9,899,358	\$19,876,891	\$9,743,330	\$37,751,489	

Graph 5(d): Mean Total Private Support from Institutions/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.)

Table 5(e): Mean Gift per Institution/Organization Donor

	Program Type	Corporations	Personal/ Family Foundations	Donor Advised Funds*	Other Private Foundations	Other Institutions/ Organizations	All Institutions/ Organizations
Number Reporting	Private	Joint Program	24	24	21	23	24
		Medical School	18	16	11	17	18
		Teaching Hospital	16	16	15	14	14
		Private Subtotal	58	56	47	54	56
	Public	Joint Program	25	23	23	25	25
		Medical School	35	28	26	32	32
		Teaching Hospital	5	5	4	4	3
		Public Subtotal	65	56	53	61	60
Total	123	112	100	115	116	123	
Mean Number of Donors	Private	Joint Program	572	161	151	148	267
		Medical School	108	79	64	95	111
		Teaching Hospital	750	171	430	673	366
		Private Subtotal	477	141	220	267	242
	Public	Joint Program	456	129	125	116	180
		Medical School	69	21	16	27	32
		Teaching Hospital	382	365	37	112	120
		Public Subtotal	242	96	65	69	98
Total	353	118	138	162	167	882	
Mean Gift Size	Private	Joint Program	\$33,369	\$122,325	\$100,862	\$248,901	\$59,711
		Medical School	\$132,779	\$173,712	\$37,301	\$255,384	\$222,548
		Teaching Hospital	\$23,513	\$107,105	\$127,020	\$147,158	\$35,047
		Private Subtotal	\$61,501	\$132,658	\$94,334	\$224,564	\$105,885
	Public	Joint Program	\$41,124	\$163,679	\$146,315	\$227,023	\$77,651
		Medical School	\$68,518	\$115,806	\$43,043	\$123,665	\$108,935
		Teaching Hospital	\$8,193	\$152,069	\$91,212	\$82,395	\$39,881
		Public Subtotal	\$53,341	\$138,706	\$91,494	\$163,318	\$92,447
Total	\$57,189	\$135,682	\$92,829	\$192,077	\$98,935	\$81,968	

- The mean gift sizes from corporations to private and public institutions in 2020 were \$53,621 and \$45,235, respectively. In 2021, gifts to private and public institutions increased to \$61,501 and \$53,341, respectively. The overall mean across all institutions increased from \$49,116 to \$57,189.
- Mean gift sizes from personal/family foundations in 2020 were \$114,597 for private institutions, \$111,143 for public institutions, and \$112,763 overall. In 2021, the mean for private institutions reached \$132,658 and the mean for public institutions increased to \$138,706, both similar to the overall mean of \$135,682.

\$1 Million+ Gifts

Table 6(a): Total Number of \$1 Million+ 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 Program	172	9	3	0	1	185
		Medical School	37	3	2	0	1	43
		Teaching Hospital	102	10	2	0	1	115
		Private Subtotal	311	22	7	0	3	343
	Public	Joint Program	298	25	10	2	1	336
		Medical School	76	11	0	1	0	88
		Teaching Hospital	16	1	0	0	0	17
		Public Subtotal	390	37	10	3	1	441
	Total		701	59	17	3	4	784

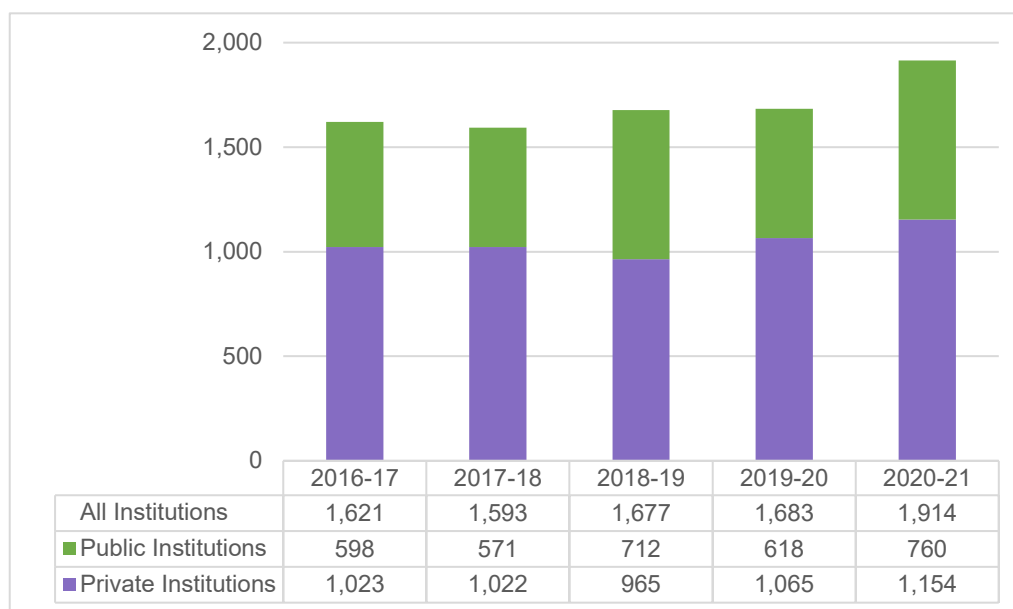
Table 6(b): Total Number of \$1 Million+ New Pledge Commitments

		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 Program	288	42	21	5	7	363
		Medical School	156	15	8	6	1	186
		Teaching Hospital	203	34	12	6	7	262
		Private Subtotal	647	91	41	17	15	811
	Public	Joint Program	189	21	17	4	1	232
		Medical School	45	8	4	0	0	57
		Teaching Hospital	29	1	0	0	0	30
		Public Subtotal	263	30	21	4	1	319
	Total		910	121	62	21	16	1,130

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 Program	460	51	24	5	8	548
		Medical School	193	18	10	6	2	229
		Teaching Hospital	305	44	14	6	8	377
		Private Subtotal	958	113	48	17	18	1,154
	Public	Joint Program	487	46	27	6	2	568
		Medical School	121	19	4	1	0	145
		Teaching Hospital	45	2	0	0	0	47
		Public Subtotal	653	67	31	7	2	760
	Total		1,611	180	79	24	20	1,914

Graph 6(d): \$1M+ New Gifts and Pledges



- A total of 1,914 new gifts and pledges of \$1 million and above were reported in 2021, an increase from 1,683 in 2020.
- Within that total, outright gifts of \$1 million and above saw an increase, growing from 751 in 2020 to 784 in 2021. This growth was driven by an increase in public institutions, which grew from 329 in 2020 to 441 in 2021; private institutions saw a decrease in outright gifts from 422 in 2020 to 343 in 2021.

- New pledge commitments of \$1 million and above increased from 932 in 2020 to 1,130 in 2021. This increase was seen at both private and public institutions.
- Much of this increased gift activity was in the \$1 million to \$4,999,999 band, which grew from 1,440 outright gifts and pledges in 2020 to 1,611 in 2021.
- Outright gifts and pledges of \$50 million or more increased from 15 in 2020 to 20 in 2021.

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 Program	33	22	56
		Medical School	10	4	14
		Teaching Hospital	34	23	60
		Private Subtotal	25	16	40
	Public	Joint Program	25	9	34
		Medical School	4	3	5
		Teaching Hospital	8	6	14
		Public Subtotal	11	6	17
	Total		17	10	25
	Means	Private	Joint Program	36	27
Medical School			14	7	20
Teaching Hospital			43	37	77
Private Subtotal			31	24	54
Public		Joint Program	27	17	44
		Medical School	6	5	9
		Teaching Hospital	17	19	36
		Public Subtotal	15	13	25
Total		23	19	39	

Table 8: Development Staff by Function – FTEs

	Program Type	Professional Staff	Support Staff	Total Development Staff	
Medians	Private	Joint Program	56	15	70
		Medical School	14	6	16
		Teaching Hospital	60	15	74
		Private Subtotal	40	10	56
	Public	Joint Program	34	8	46
		Medical School	5	1	6
		Teaching Hospital	14	5	17
		Public Subtotal	17	4	20
Total	25	7	32		
Means	Private	Joint Program	64	15	78
		Medical School	20	7	25
		Teaching Hospital	77	23	100
		Private Subtotal	54	15	68
	Public	Joint Program	44	9	54
		Medical School	9	3	12
		Teaching Hospital	36	11	44
		Public Subtotal	25	6	31
Total	39	11	48		

- The 2021 survey data show an increase in total development staff for all institutions with a median of 32 FTEs up from 31 in 2020, with the mean remaining stable at 48 FTEs.
- Professional fundraising staffing levels increased, with a median of 17 FTEs in 2021 up from 16 in 2020. The 2021 median for other professional staff was 10 FTEs, stable from 10 FTEs in 2020.
- Consistent with previous years' reporting, the size of professional staff for 2021 reported by private institutions is noticeably larger than that of 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 54 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 Program	23	23	6	23
		Medical School	16	16	4	16
		Teaching Hospital	13	14	5	14
		Private Subtotal	52	53	15	53
	Public	Joint Program	25	25	5	25
		Medical School	33	31	11	33
		Teaching Hospital	5	5	0	5
		Public Subtotal	63	61	16	63
	Total	115	114	31	116	
	Medians	Private	Joint Program	\$8,701,504	\$2,295,231	\$620,448
Medical School			\$2,160,759	\$229,412	\$337,924	\$2,473,932
Teaching Hospital			\$8,898,635	\$2,860,793	\$6,204,819	\$12,689,678
Private Subtotal			\$5,404,389	\$1,818,299	\$569,050	\$8,348,492
Public		Joint Program	\$4,181,916	\$975,704	\$625,121	\$5,525,083
		Medical School	\$652,792	\$70,500	\$390,340	\$720,857
		Teaching Hospital	\$1,418,000	\$911,026	\$0	\$3,272,883
		Public Subtotal	\$2,033,797	\$385,000	\$459,617	\$2,886,608
Total		\$3,200,364	\$879,148	\$528,894	\$4,631,972	
Means		Private	Joint Program	\$10,352,297	\$3,154,430	\$2,777,632
	Medical School		\$3,045,170	\$762,881	\$361,225	\$3,898,357
	Teaching Hospital		\$11,178,841	\$9,673,114	\$7,475,849	\$22,723,413
	Private Subtotal		\$8,310,586	\$4,154,369	\$3,699,329	\$13,355,132
	Public	Joint Program	\$6,197,958	\$1,526,304	\$800,155	\$7,884,293
		Medical School	\$1,187,862	\$248,108	\$667,532	\$1,643,444
		Teaching Hospital	\$4,717,004	\$3,972,375	\$0	\$8,689,379
		Public Subtotal	\$3,456,086	\$1,077,227	\$708,977	\$4,679,172
	Total	\$5,651,164	\$2,507,828	\$2,155,921	\$8,643,188	

- The mean total fundraising costs for all institutions increased from \$8.4 million in 2020 to \$8.6 million in 2021. The median decreased, from \$4.9 million in 2020 to \$4.6 million in 2021.
- For public institutions, mean total fundraising costs decreased from \$5.0 million in 2020 to \$4.7 million in 2021. At private institutions, mean total fundraising costs increased from \$12.7 million in 2020 to \$13.4 million in 2021.
- Private institutions continue to have higher total fundraising costs. Whether comparing medians or means, private institutions spent nearly three times as much as public institutions.
- Though average personnel costs decreased, personnel costs remained the majority of total fundraising costs reported. For all institutions, the mean personnel costs in 2021 represented 69% 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 Program	23	24	23
		Medical School	16	18	16
		Teaching Hospital	14	16	14
		Private Subtotal	53	58	53
	Public	Joint Program	25	25	25
		Medical School	33	35	33
		Teaching Hospital	5	5	5
		Public Subtotal	63	65	63
	Total	116	123	116	
	Medians	Private	Joint Program	\$13,308,743	\$84,066,660
Medical School			\$2,473,932	\$34,158,098	\$0.07
Teaching Hospital			\$12,689,678	\$82,427,284	\$0.18
Private Subtotal			\$8,348,492	\$64,067,764	\$0.12
Public		Joint Program	\$5,525,083	\$65,810,060	\$0.07
		Medical School	\$720,857	\$7,897,812	\$0.11
		Teaching Hospital	\$3,272,883	\$22,659,840	\$0.25
		Public Subtotal	\$2,886,608	\$22,063,522	\$0.11
Total		\$4,631,972	\$37,430,281	\$0.11	
Means		Private	Joint Program	\$14,231,327	\$133,194,396
	Medical School		\$3,898,357	\$64,950,415	\$0.11
	Teaching Hospital		\$22,723,413	\$148,137,869	\$0.22
	Private Subtotal		\$13,355,132	\$116,137,567	\$0.17
	Public	Joint Program	\$7,884,293	\$114,890,399	\$0.12
		Medical School	\$1,643,444	\$19,679,641	\$0.16
		Teaching Hospital	\$8,689,379	\$39,666,758	\$0.84
		Public Subtotal	\$4,679,172	\$57,836,634	\$0.20
	Total	\$8,643,188	\$85,328,131	\$0.18	

- Fundraising cost as a function of total private support, or the cost per dollar raised (CPDR), is reflected in *Table 10*. This table displays the mean and median of the CPDR at the responding institutions. Typically, the cost of fundraising includes costs directly related to fundraising activity and support of fundraising.
- For all institutions, the median CPDR decreased to \$0.11 in 2021 from \$0.12 in 2020. The mean increased from \$0.16 to \$0.18.
- 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 in 2009, 2014, and 2016.
- By institutional type, the costs of fundraising were highest among teaching hospitals in 2021, with a median CPDR of \$0.18. Joint Programs reported a median CPDR of \$0.11, and medical schools reported a median CPDR of \$0.09.

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	16	14	53
Number of Public Institutions Reporting Data	25	33	5	63
Number of All Institutions Reporting Data	48	49	19	116
Private Median	\$8.20	\$14.71	\$5.68	\$8.20
Public Median	\$13.75	\$8.90	\$3.97	\$9.38
All Median	\$9.19	\$10.89	\$5.44	\$8.97
Private Mean	\$8.51	\$16.70	\$6.89	\$10.56
Public Mean	\$14.37	\$14.86	\$5.86	\$13.95
All Mean	\$11.56	\$15.46	\$6.62	\$12.40

- *Table 11* provides a summary of return on investment, or 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 2021, the median dollar return was \$8.97, with public institutions garnering a higher return at a median of \$9.38 than private institutions with a median of \$8.20.
- By institutional type, medical schools reported the highest returns with a median of \$10.89, followed by joint programs at \$9.19 and teaching hospitals at \$5.44.

Campaign Activity

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	7	8
Number of Public Institutions Reporting Data	11	11
Number of All Institutions Reporting Data	18	19
Private Median	8 years	\$505,000,000
Public Median	8 years	\$75,000,000
All Median	8 years	\$360,000,000
Private Mean	9 years	\$1,039,787,500
Public Mean	8 years	\$296,300,000
All Mean	8 years	\$609,347,368

Table 12(b): Campaign Length and Goal – Teaching Hospitals

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	7	8
Number of Public Institutions Reporting Data	2	2
Number of All Institutions Reporting Data	9	10
Private Median	7 years	\$875,000,000
Public Median	6 years	\$262,500,000
All Median	7 years	\$625,000,000
Private Mean	8 years	\$1,134,625,000
Public Mean	6 years	\$262,500,000
All Mean	8 years	\$960,200,000

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	9	9
Number of Public Institutions Reporting Data	14	13
Number of All Institutions Reporting Data	23	22
Private Median	9 years	\$1,000,000,000
Public Median	9 years	\$1,000,000,000
All Median	9 years	\$1,000,000,000
Private Mean	8 years	\$862,551,333
Public Mean	8 years	\$1,374,492,308
All Mean	8 years	\$1,165,061,909

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

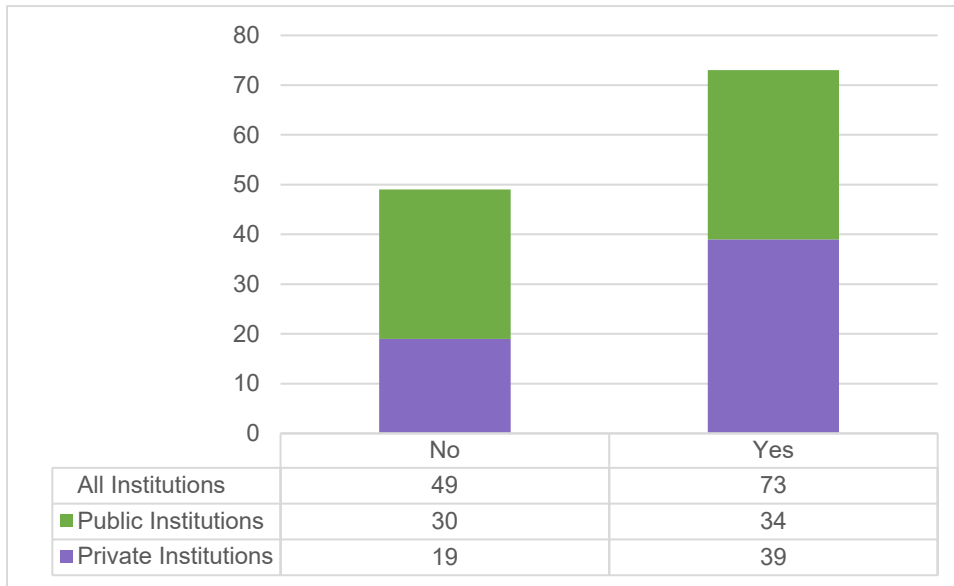
	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	23	25
Number of Public Institutions Reporting Data	27	26
Number of All Institutions Reporting Data	50	51
Private Median	8 years	\$750,000,000
Public Median	8 years	\$500,000,000
All Median	8 years	\$500,000,000
Private Mean	8 years	\$1,006,330,480
Public Mean	8 years	\$832,796,154
All Mean	8 years	\$917,862,000

- *Tables 12(a-d)* display summarized data by institution type reflecting the length and dollar goals of campaigns. Of the 124 participating institutions, 58, or 47%, reported being involved in a campaign in 2021.
- For all medical schools, the median campaign length was 8 years. The median campaign goal was \$360 million, higher than the 2020 median of \$240 million.
- For all teaching hospitals, the median campaign length was 7 years, and the median campaign goal was \$625 million, stable from the \$625 million median reported in 2020.
- For all joint programs, the median campaign length was 9 years, and the median campaign goal was \$1 billion, stable from 2020.
- For all institutions, the median campaign length was 8 years, and the median campaign goal was \$500 million, also stable from 2020.

Grateful Patient Programs

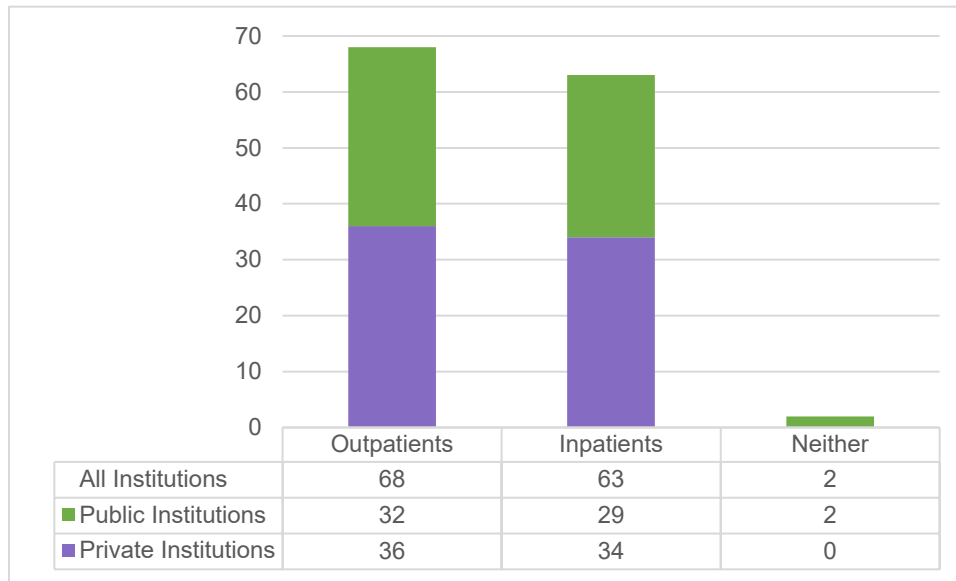
Graphs 13(a-g) display data summarizing responses to a series of questions introduced in 2020 regarding grateful patient fundraising programs. For the first time, the 2021 survey asked these questions of medical schools, along with teaching hospitals and joint programs.

Graph 13(a): Does your institution have access to conduct grateful patients/grateful patients' families fundraising efforts?

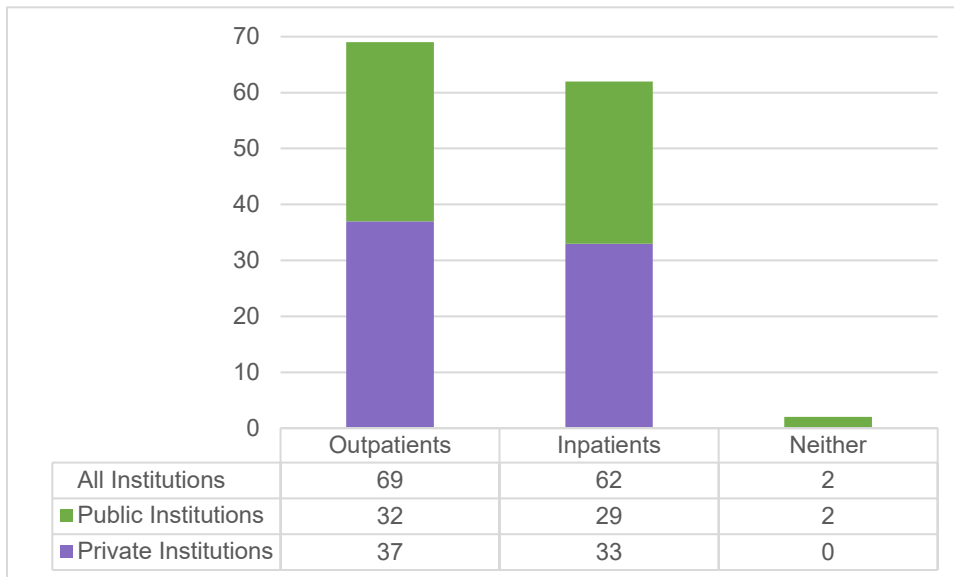


- 39 private and 34 public institutions indicated that they have access to conduct grateful patients/grateful patients' families fundraising efforts.

Graph 13(b): Does your institution have access to screen patients?

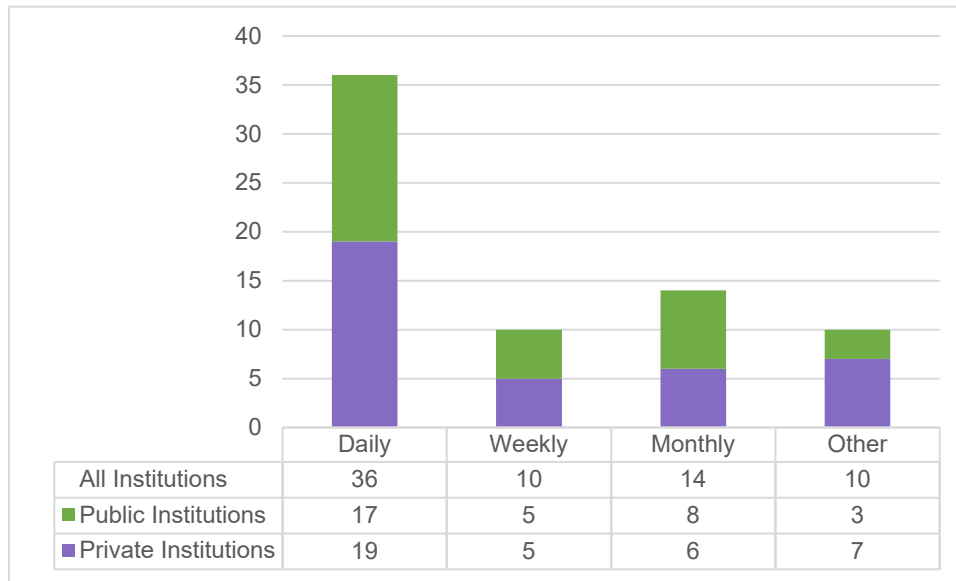


Graph 13(c): Does your institution have permission to screen patients?



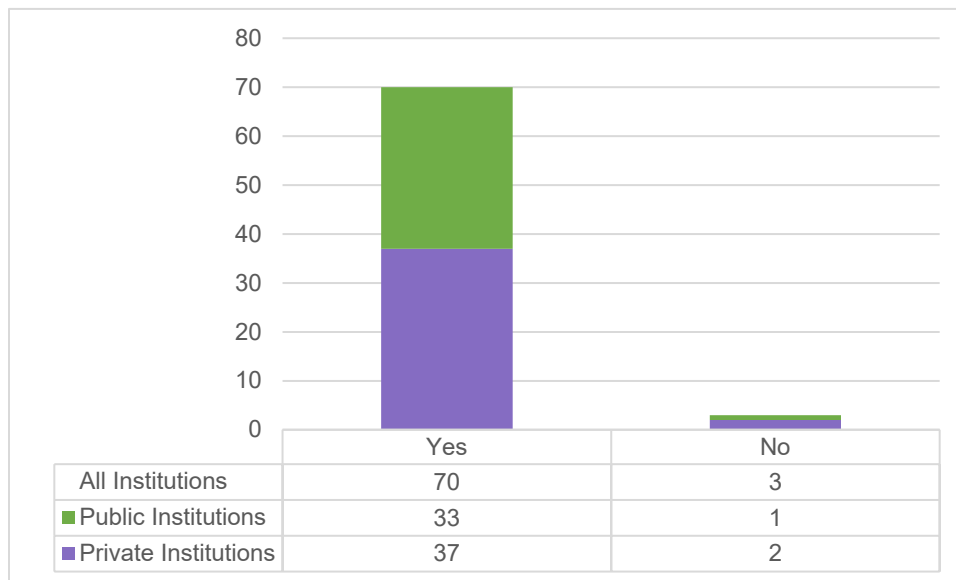
- Of the 34 public institutions conducting grateful patient fundraising, 29 indicated having access and permission to screen outpatients and 32 indicated having access and permission to screen inpatients.
- Of the 39 private institutions conducting grateful patient fundraising, 33 indicated having access and permission to screen outpatients and 36 indicated having access and permission to screen inpatients.
- Of the 13 medical schools conducting grateful patient fundraising, only 4, or 31%, indicated having access and permission to screen inpatients, compared to 17, or 100%, of the 17 teaching hospitals conducting grateful patient fundraising.

Graph 13(d): How often does your institution screen new patients?



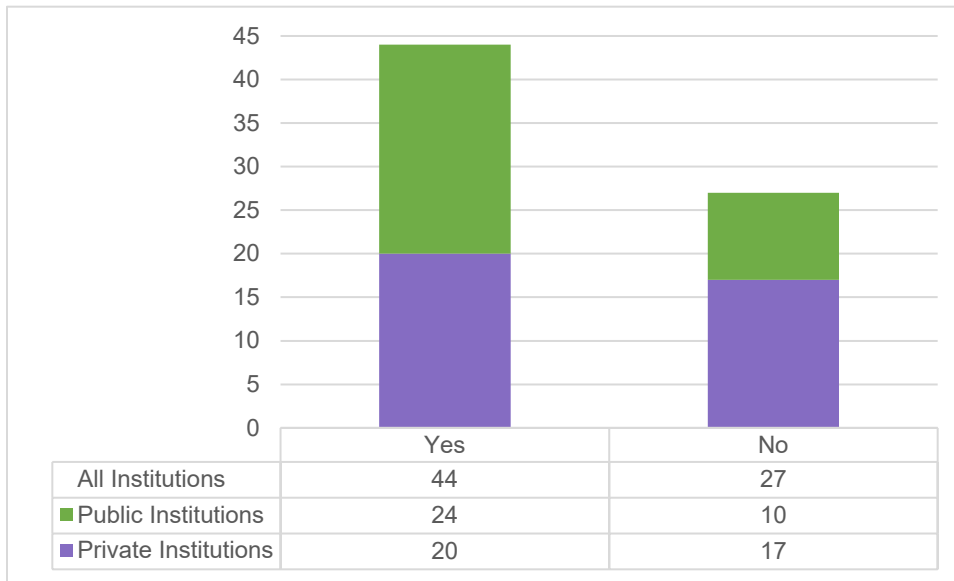
- Of the 70 institutions conducting regular screening, 36 are conducting such screenings daily, with another 24 conducting weekly or monthly screenings.
- The number of institutions reporting monthly screenings increased from 6 in 2020 to 14 in 2021. Meanwhile, the number of institutions reporting weekly screenings decreased from 11 in 2020 to 10 in 2021.

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

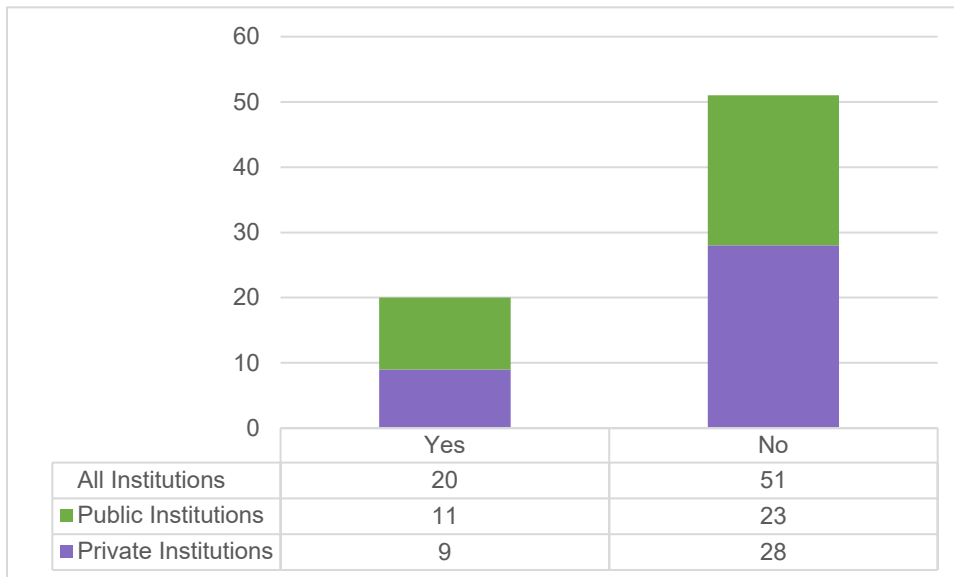


- Development officers partner with faculty at all but three of the 73 institutions.

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



Graph 13(g): Does your institution track caregiver referrals as a KPI for each development officer?



- 44 of the 71 responding institutions are tracking the number of caregiver referrals they receive, and 20 have made this metric a Key Performance Indicator for their gift officers.

Scholarships

Table 14: Support for Scholarships

	Joint Programs	Medical Schools	Teaching Hospitals	All
Number of Private Institutions Reporting Data	23	18	1	42
Number of Public Institutions Reporting Data	24	34	0	58
Number of All Institutions Reporting Data	47	52	1	100
Private Median	\$2,440,572	\$3,364,074	\$1,100,000	\$2,928,930
Public Median	\$2,527,887	\$589,854	n/a	\$957,087
All Median	\$2,501,462	\$840,621	\$1,100,000	\$1,428,407
Private Mean	\$7,409,041	\$4,508,443	\$1,100,000	\$6,015,713
Public Mean	\$6,214,274	\$1,193,793	n/a	\$3,271,233
All Mean	\$6,798,947	\$2,341,172	\$1,100,000	\$4,423,915

- Mean support for scholarships at all institutions increased from \$3.5 million in 2020 to \$4.4 million in 2021. Median support for scholarships at all institutions decreased from \$1.8 million in 2020 to \$1.4 million in 2021.
- Private institutions continue to receive significantly more support for scholarship compared to public institutions, with medians of \$2.9 million versus \$1.0 million, respectively, in 2021.
- Support for scholarships increased for private institutions from a 2020 median of \$2.2 million; public institutions saw a decrease in median from \$1.6 million to \$1.0 million.

APPENDIX A

AAMC DEVELOPMENT LEADERSHIP COMMITTEE

Roopa Narasimhaiah, PhD (Chair)
Associate Vice President for Medical
Development
Yale School of Medicine

Eric Barritt
Associate Vice President and Chief
Development Officer
Michigan Medicine, University of Michigan

Steven D. Blair
Vice President, Development
University of South Florida

Susan Ell
Vice President & Executive Director
The Foundation for Barnes-Jewish Hospital

Harvey Green, FAHP, CFRE
Senior Vice President, Office of Institutional
Advancement
Morehouse School of Medicine

Julie Inouye
Director of Development
John A. Burns School of Medicine, University of
Hawaii

Arthur J. Ochoa, JD
Senior Vice President, Advancement
Chief Advancement Officer
Cedars-Sinai

Laila M. Rashid
Vice President and Associate Dean
Medicine and Biological Sciences Development
Senior Associate Vice President University
Sciences
University of Chicago

Andrea Tawney, PhD
Vice President for Institutional Advancement
Texas Tech University Health Sciences Center
Paul L. Foster School of Medicine

AAMC CONTACTS

Jennifer L. Blanck, MEd, MSWB
Director, Constituent Engagement

Constance Filling, EdD
Chief Learning Officer

Aneesah Griffith
Administrative Specialist

Sarah Hook-Rogers, MS
Manager, Compensation Data

Madalyn Sistak, MEd
Constituent Engagement Senior Specialist

Stefanie Wilsey Wisniewski, MPH, MSW
Director, Data Operations and Services

GOBEL CONTACTS

Chad Gobel
Founder and CEO

Eric Rezsnyak
Vice President & Chief Research Officer

Kathy Phelps, MPH, bCRE-pro
Senior Consultant, Philanthropy Services

APPENDIX B

LISTING OF 2021 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
- 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 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
- 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
- University of Arizona College of Medicine - Phoenix
- University of California, Riverside School of Medicine
- 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 Massachusetts T.H. Chan School of Medicine
- University of New Mexico School of Medicine
- University of Oklahoma College of Medicine
- University of South Carolina School of Medicine Columbia
- University of South Dakota, Sanford School of Medicine
- University of Tennessee Health Science Center College 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
- Cape Fear Valley Medical Center
- Cedars-Sinai Medical Center
- City of Hope's Helford Clinical Research Hospital
- Dana-Farber Cancer Institute
- Grady Memorial Hospital-Atlanta, GA
- 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
- Northwestern Memorial Hospital
- The University of Texas Health Science Center at Tyler
- University of Kansas Hospital
- University of Texas M.D. Anderson Cancer Center
- Valleywise Health
- 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
- Geisinger Commonwealth School of Medicine & Geisinger Medical Center
- Georgetown University School of Medicine & MedStar Georgetown University Hospital
- Hackensack Meridian School of Medicine & Hackensack Meridian Health Hackensack University Medical Center
- Icahn School of Medicine at Mount Sinai & The Mount Sinai 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
- NYU 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
- Spencer Fox Eccles School of Medicine at the University of Utah & University of Utah Hospital
- Stanford University School of Medicine & Stanford Health Care
- State University of New York Upstate Medical University Alan and Marlene Norton College of Medicine & Upstate University Hospital
- University of Alabama at Birmingham Marnix E. Heersink 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, 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 John Sealy School of Medicine & University of Texas Medical Branch Hospitals at Galveston
- University of Texas Southwestern Medical School & Parkland Health & Hospital System
- 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 University School of Medicine & Atrium Wake Forest Baptist