



AAMC

Tomorrow's Doctors, Tomorrow's Cures®

2017 Annual Development Survey

Executive Summary

August 2018

2017 Annual Development Survey

Executive Summary

(Reporting 2016-2017 Gift Year Data)

Prepared with the assistance of Grenzebach Glier and Associates
August 2018

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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. Participating institutions have access to the online database and reports. Through the compilation and analysis of annual data, the ongoing survey project provides the opportunity to identify philanthropic trends useful for development planning and management purposes for medical schools and teaching hospitals.

AAMC staff oversee the administration of the survey, in support of the fundraising activities at member institutions. The AAMC Development Leadership Committee, comprising chief development/advancement officers from AAMC member institutions (see Appendix A), provides guidance to AAMC staff on the survey and other fundraising support efforts. Also assisting the AAMC is Grenzebach Glier and Associates (GG+A), which has provided ongoing support to and analysis of the Annual Development Survey since its inception.

Key findings from the 2017 survey representing the 2016-2017 gift year are presented in this report. Further analysis, access to data, and online reports are only available to the leadership of participating institutions and survey participants.

For additional information about the survey or the AAMC's 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.

Data was submitted by 129 institutions reporting development program activity for 2016-2017. In cases where an institution did not provide information on a particular data field, the sample size undergoing analysis was reduced accordingly. Data was submitted through an online survey administered by AAMC from January through April 2018.

The executive summary highlights survey data analyzed from these 129 responding institutions—53 private and 76 public—that are presented in tabular overviews. Responses represented the following institution types: 54 medical schools; 21 teaching hospitals, and 54 joint programs.

Accounting for joint programs, survey participants reflect the development operations of 184 institutions: 108 of the AAMC’s 151 member medical schools, as well as 76 AAMC member teaching hospitals. (See Appendix B for a list of all responding institutions included in the analysis.)

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

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

	Medical Schools			Teaching Hospitals			Joint Programs			Total
	Private	Public	Total	Private	Public	Total	Private	Public	Total	
Midwest	6	9	15	1	3	4	5	5	10	29
Northeast	9	4	13	7	4	11	10	6	16	40
South	3	11	14	1	2	3	5	11	16	33
West	2	10	12	2	1	3	2	10	12	27
Total	20	34	54	11	10	21	22	32	54	129

Key Highlights and Consultant Observations

The following highlights and observations are based on the development activity reported in the 2017 survey data:

- **Among all reporting institutions, average philanthropic support increased in 2017** – The mean total private support among all reporting institutions increased by 3.4 percent, from \$68.6 million in 2016 to \$71.0 million in 2017. Public institutions experienced a small decrease from \$54.5 million in 2016 to \$53.3 million in 2017, while total private support among private institutions increased from a mean of \$90.0 million in 2016 to a mean of \$96.1 million in 2017.

Of the 115 institutions reporting both 2016 and 2017 total private support data, 71 of these institutions (61.7%) raised more in total private support in 2017 than in 2016.

- **“Current operations” continued to be the largest category of private support gifts** – For all reporting institutions, the mean of current operations gifts increased 3.6 percent from \$50.0 million in 2016 to \$51.9 million in 2017. Unrestricted gifts accounted for 8.6 percent of total support dedicated to current operations in 2017, down from 9.8 percent in 2016. This decrease in unrestricted giving is consistent with the trend observed in gifts received in other sectors of philanthropy.
- **Individuals who are not alumni or staff of medical schools or teaching hospitals remained the largest segment of individual donors** – Of the mean total private support gifts by individuals received in 2017, 83.8 percent were contributed by other individuals; many of these gifts are likely made by patients and/or family members of patients. All institutions received a mean of \$20.9 million in support from all non-alumni and non-staff individuals. Per non-alumni, non-staff donors, these other individuals contributed gifts averaging \$3,751, and the median gift was \$1,792. Comparatively, the mean gift from medical school alumni was \$1,990, and the median was \$1,272.

Among institutional gift sources, the mean gift from corporations was \$32,027; the mean gift from family foundations was \$87,291; and the mean gift from other private foundations was \$148,270. The mean gift from foundations including family foundation was \$126,153.

In 2017, the median and mean of the mean gift among all institutional sources collectively – corporations, personal/family foundations, other private foundations, and other institutions – were \$39,923 and \$57,344 per institutional donor, respectively. The median and mean of mean gift among total institutional sources without family foundations is \$36,147 and \$53,596 for 2017.

- **Scholarship gifts decreased** – The median of gifts raised for medical student scholarships by medical schools and joint programs in 2017 stood at \$1.4 million, which is below the \$1.6 million median reported for 2016. As in previous years, data reported for gifts for scholarships reflect significant differences in the amounts raised for this purpose by private institutions compared to public institutions. The median in 2017 for private institutions was \$2.2 million, while a median of \$1.0 million was raised by public institutions.
- **The number of development staff FTEs at private institutions continued to be larger than those at public institutions** – For 2017, the mean total staff at private institutions was 56.9 FTEs, while at public institutions, the mean was 32.9. Staffing levels reported decreased for private institutions but increased for public institutions from 2016, when private and public institutions had the mean of 59.5 and 32.6 FTEs, respectively. Among all institutions, total development program staffing decreased from a mean of 43.4 in 2016 to a mean of 42.8 in 2017.
- **Average fundraising costs increased** – Total fundraising costs had a mean of \$7.6 million in 2017 among all institutions, marking a 6.7 percent increase from the \$7.1 million in total costs reported for 2016 (as reported by the 2017 participating institutions). For private institutions in 2017, the mean cost was \$10.5 million; for public institutions, the mean was \$5.6 million.
- **Personnel costs increased** – Personnel costs for all institutions increased from a mean of \$4.4 million in 2016 to a mean of \$4.7 million (as reported by the 2017 participating institutions).
- **Number of \$1 million+ gifts** – Data for 2017 reflect 1,602 gifts greater than \$1 million – noted as new outright cash gifts and new pledge gift commitments of \$1.0 million and larger – of which 242 were in the \$5.0 million+ category. By comparison, 2016 data reflected 1,486 gifts of \$1.0 million and larger, of which 213 were gifts of \$5.0 million or larger.
- **Cost per dollar raised** – Of the 129 surveys, the median cost per dollar raised (CPDR) decreased to \$0.12 in 2017 from \$0.13 in 2016. The median among public institutions was \$0.12 and private institutions was \$0.13.
- **More than one-half of the institutions were involved in a campaign** – Sixty percent of the institutions surveyed reported being involved in a campaign in 2017, representing a marginally higher proportion of institutions reporting the same in the 2016 survey (58%). Joint programs reported a median campaign goal of \$858 million, medical schools had a median goal of \$200 million, and teaching hospital respondents' median goal was \$400 million. The median campaign length for all institutions was seven years, the same as reported in 2016.

- **The philanthropic environment** – Data in this year’s annual development survey contain many indicators that overall philanthropic support received by academic medical institutions continues to increase. The upward trend in philanthropic support of AAMC member institutions is indicated by: a 3.4 percent growth in total private support reported in 2017 over 2016; increased staffing levels reported by public institutions; gifts of \$1 million and greater increased from 1,486 in the 2016 to 1,602 in 2017. Increases in funding for development programs, in both staff support and operations support reflect, in part, institutional leadership’s confidence that investments in development programming yield returns that have growing importance on their institutions.

National economic and political environments clearly have impact on the philanthropic sector, including academic medicine. Pending legislation affecting healthcare programs and anticipated changes in federal tax laws will influence many aspects related to managing development programs in AAMC member institutions. Donors, however, continue to express strong interest in partnering with academic medicine and healthcare institutions at all levels with their philanthropy, especially donors with the capacity to make transformational gifts.

A compelling philanthropic case for support of medical schools and teaching hospitals is based largely on the foundation of advancing the fields of medicine and science. These fields are vast and cover a wide-range of programs focused on the education, research, and clinical care programs of AAMC’s member institutions. It is reasonable to suggest that opportunities abound for philanthropy to continue making a very positive difference in academic medicine and healthcare.

Data Observations and Summaries

This analysis of data received from 129 institutions for 2017 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 42 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 within each table. For all bar charts, the data is represented as a mean.

Total Private Support

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

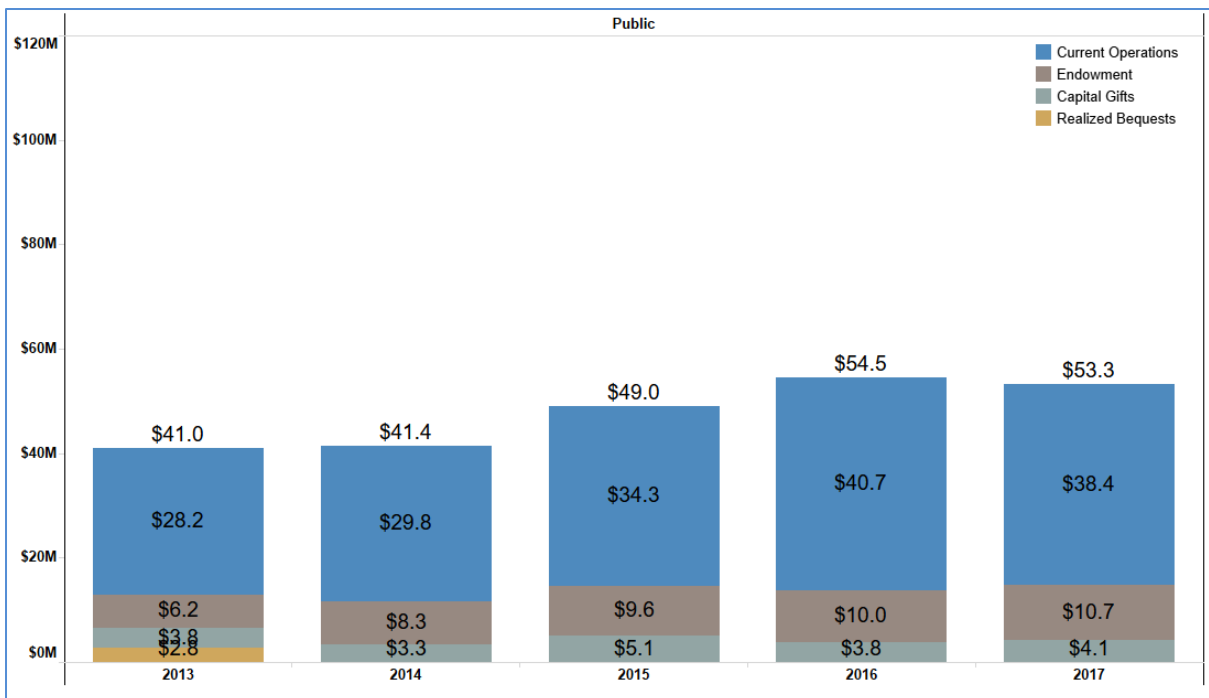
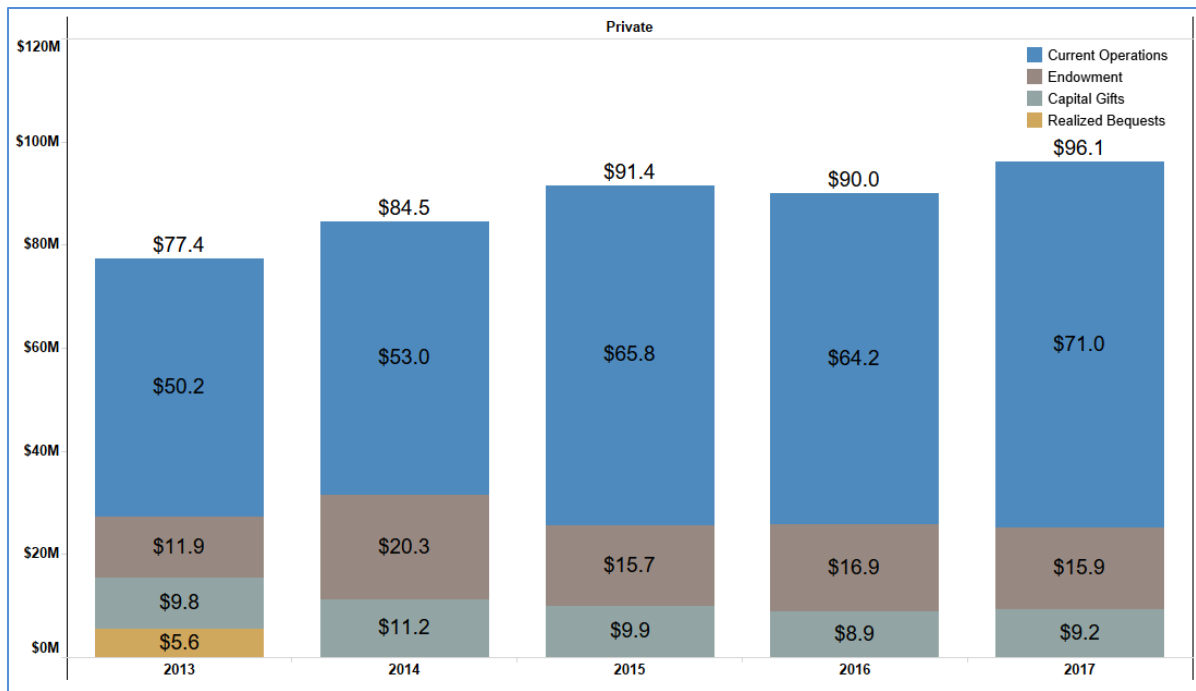
- The median total private support for all institutions in 2017 of \$36.2 million represents a decrease of 0.8 percent from the 2016 median of \$36.5 million. The 2017 mean of \$71.0 million for total private support for all institutions was an amount 3.4 percent above the mean of \$68.6 million reported in the 2016 survey.
- The 2017 median total private support for public institutions of \$28.8 million is 18.4 percent more than the median of \$24.3 million reported in the 2016 survey data. However, the 2017 mean for public institutions of \$53.3 million represented a 2.2 percent decrease from the previous year (\$54.5 million).
- Median total private support among private institutions in 2017 was \$51.9 million, representing a decrease of 20.7 percent from the \$65.4 million reported in 2016. The 2017 mean of \$96.1 million among the private institutions was an increase of 6.7 percent from the \$90.0 million mean recorded in 2016.

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

	Current Operations	Endowment	Capital Gifts	Total
Number of Private Institutions Reporting Data	53	53	53	53
Number of Public Institutions Reporting Data	75	75	75	75
Number of All Institutions Reporting Data	128	128	128	128
Private Median	\$38,469,573	\$7,144,450	\$1,919,982	\$51,862,383
Public Median	\$17,957,679	\$4,262,470	\$1,118,533	\$28,804,346
All Median	\$24,220,502	\$5,408,004	\$1,289,459	\$36,236,620
Private Mean	\$70,987,202	\$15,872,427	\$9,224,924	\$96,084,553
Public Mean	\$38,400,563	\$10,723,455	\$4,145,359	\$53,269,377
All Mean	\$51,893,468	\$12,855,452	\$6,248,616	\$70,997,536

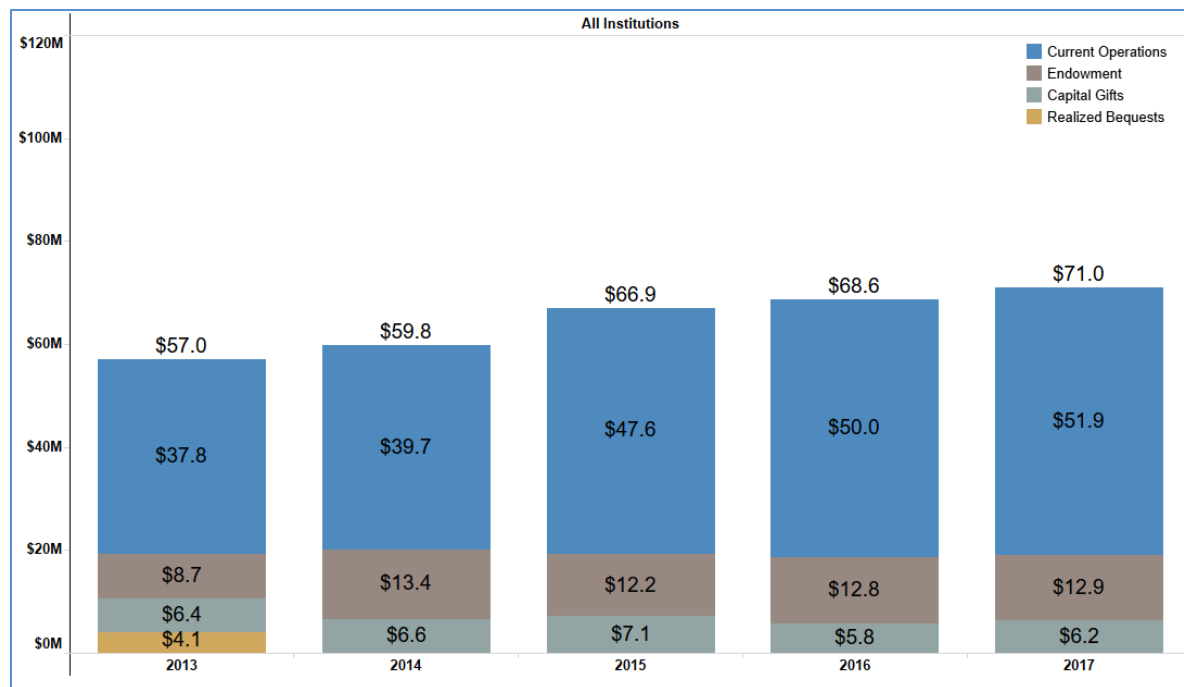
- Among all institutions, gifts designated to current operations continue to capture the greatest proportion of total private support, followed by gifts for endowment and capital needs. Based upon the 2017 mean, current operations gifts accounted for 73.1 percent of total private support; gifts for endowment 18.1 percent; and capital gifts 8.8 percent.

Graph 2(b): Total Private Support by Gift Designation (Comparison of Years 2013 through 2017)



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- Due to the change in gift counting in the survey process, realized bequests are no longer represented as a gift designation as of 2014. The reported mean for all institutions for realized bequests increased from \$4.5 million in 2016 to \$4.9 million in 2017.
- Unrestricted gifts accounted for a mean of 8.6 percent of all support designated to current operations. Public institutions reported a lower proportion of unrestricted gifts with a mean of 6.6 percent compared to private institutions, which was a mean of 11.4 percent.

Table 2(c): Unrestricted Gifts to Current Operations

	Gifts to Current Operations (Unrestricted)	Gifts to Current Operations	Percentage of Current Operations (Unrestricted)
Number of Private Institutions Reporting Data	53	53	53
Number of Public Institutions Reporting Data	75	75	75
Number of All Institutions Reporting Data	128	128	128
Private Median	\$2,410,521	\$38,469,573	6.2%
Public Median	\$465,917	\$17,957,679	2.7%
All Median	\$1,035,112	\$24,220,502	3.8%
Private Mean	\$8,262,709	\$70,987,202	11.4%
Public Mean	\$2,518,510	\$38,400,563	6.6%
All Mean	\$4,896,967	\$51,893,468	8.6%

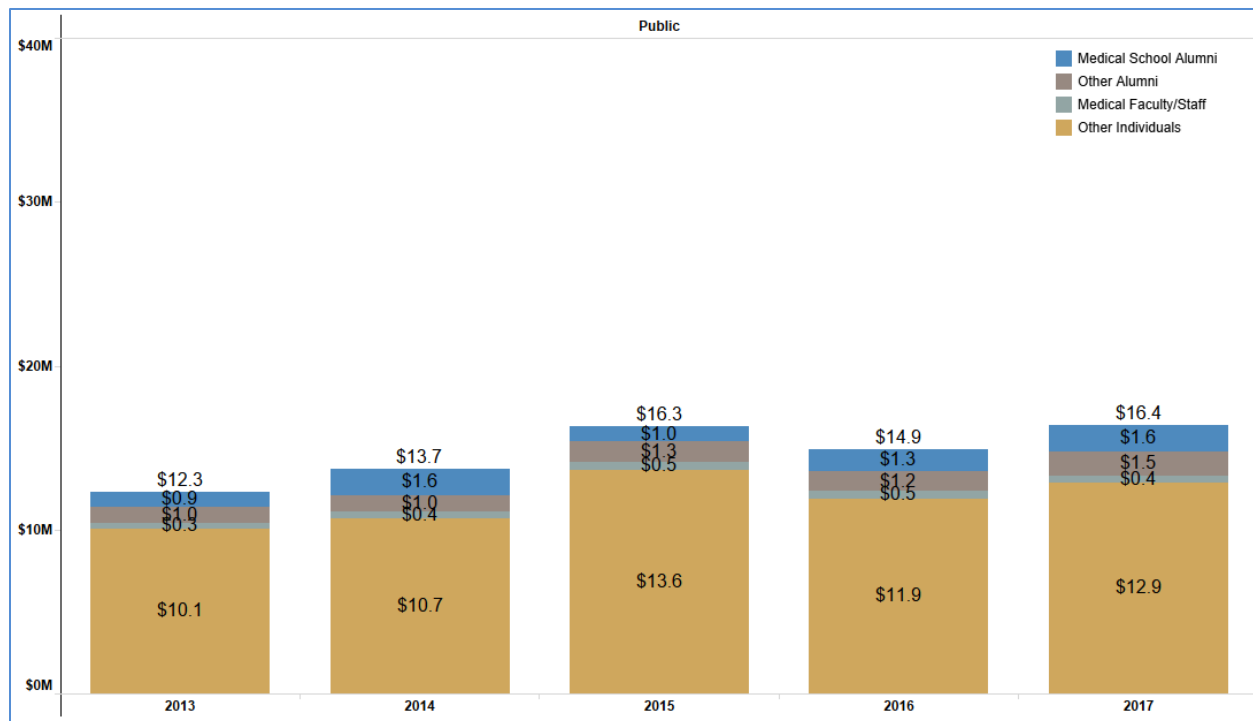
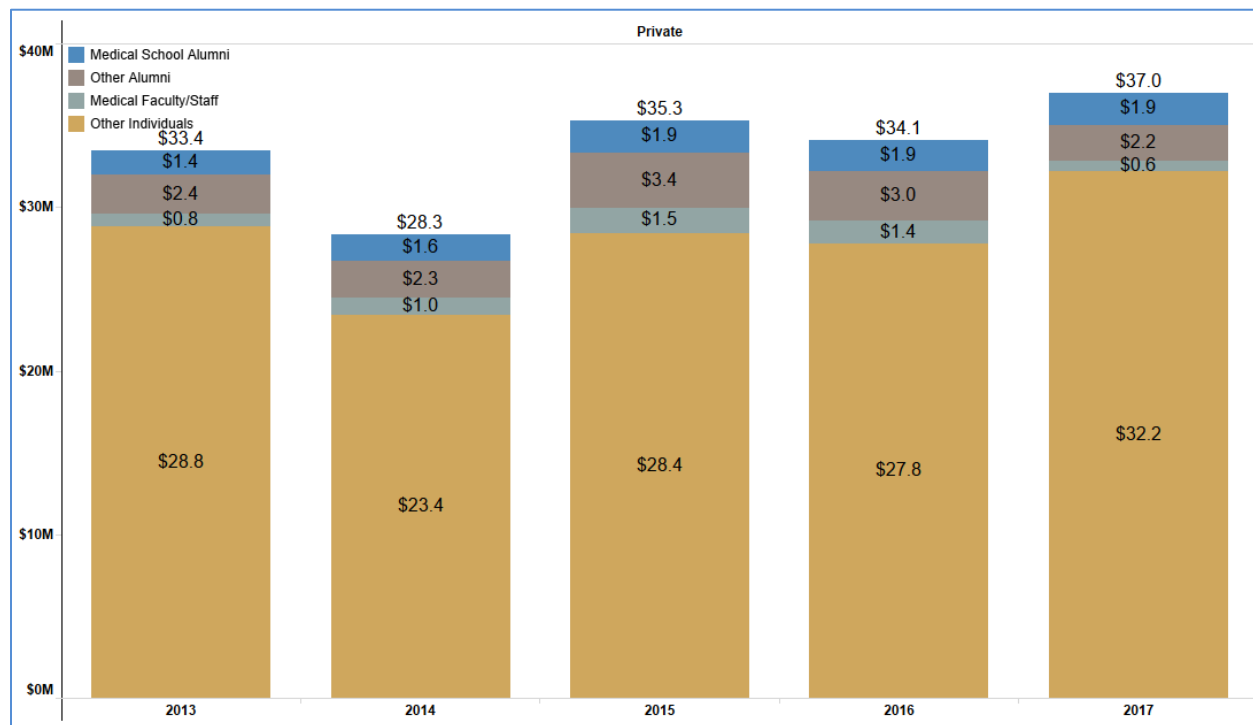
Individual Gifts

- Individuals who are not institution alumni or staff (designated as the “Other Individuals” category in the AAMC survey) contributed a mean of 83.8 percent of all individual gifts received by all institutions in 2017.

Table 3(a): Total Private Support from Individuals

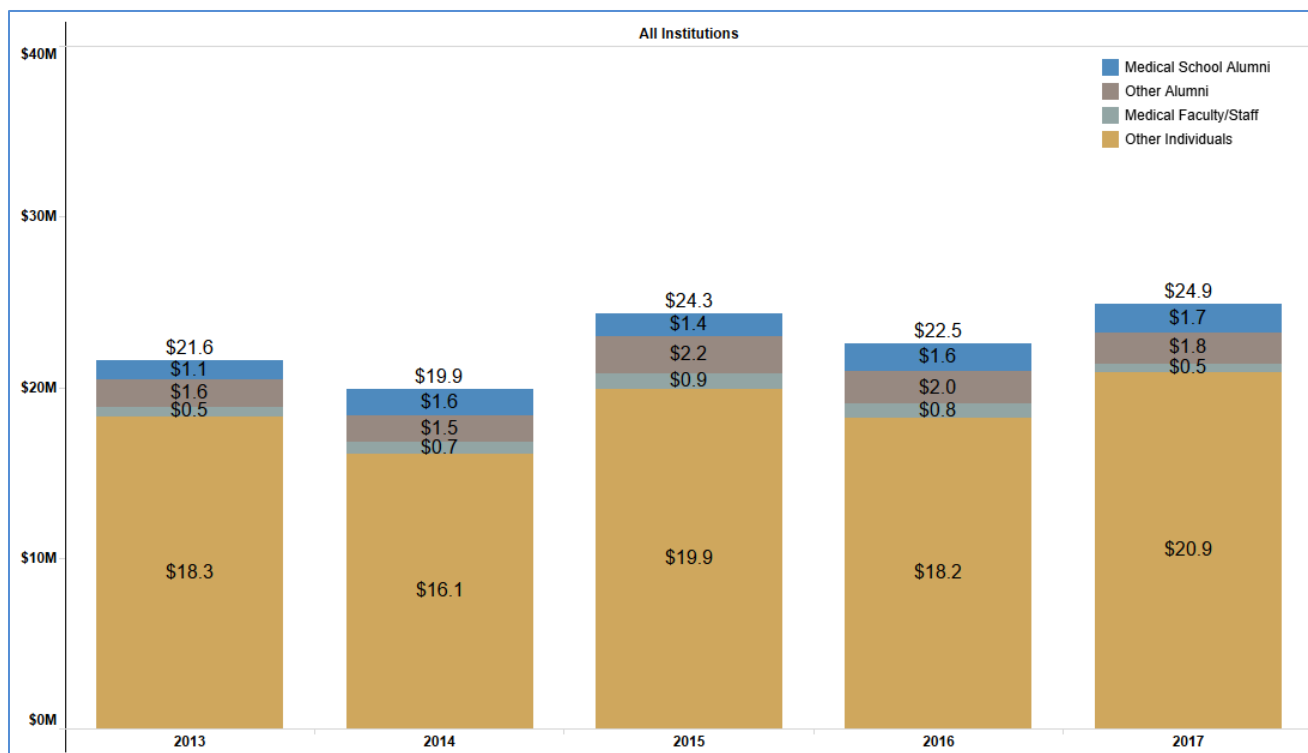
	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	Other Individuals	All Individuals
Number of Private Institutions Reporting Data	53	53	53	53	53
Number of Public Institutions Reporting Data	75	75	75	75	75
Number of All Institutions Reporting Data	128	128	128	128	128
Private Median	\$1,560,678	\$85,778	\$262,922	\$11,450,677	\$15,492,748
Public Median	\$504,124	\$238,592	\$194,054	\$4,242,827	\$7,677,819
All Median	\$828,301	\$209,153	\$241,535	\$5,497,302	\$10,649,041
Private Mean	\$1,913,864	\$2,200,255	\$634,612	\$32,207,362	\$36,956,092
Public Mean	\$1,607,380	\$1,466,397	\$435,676	\$12,876,401	\$16,385,853
All Mean	\$1,734,283	\$1,770,260	\$518,048	\$20,880,627	\$24,903,218

Graph 3(b): Total Private Support from Individuals (Comparison of Years 2013 through 2017)



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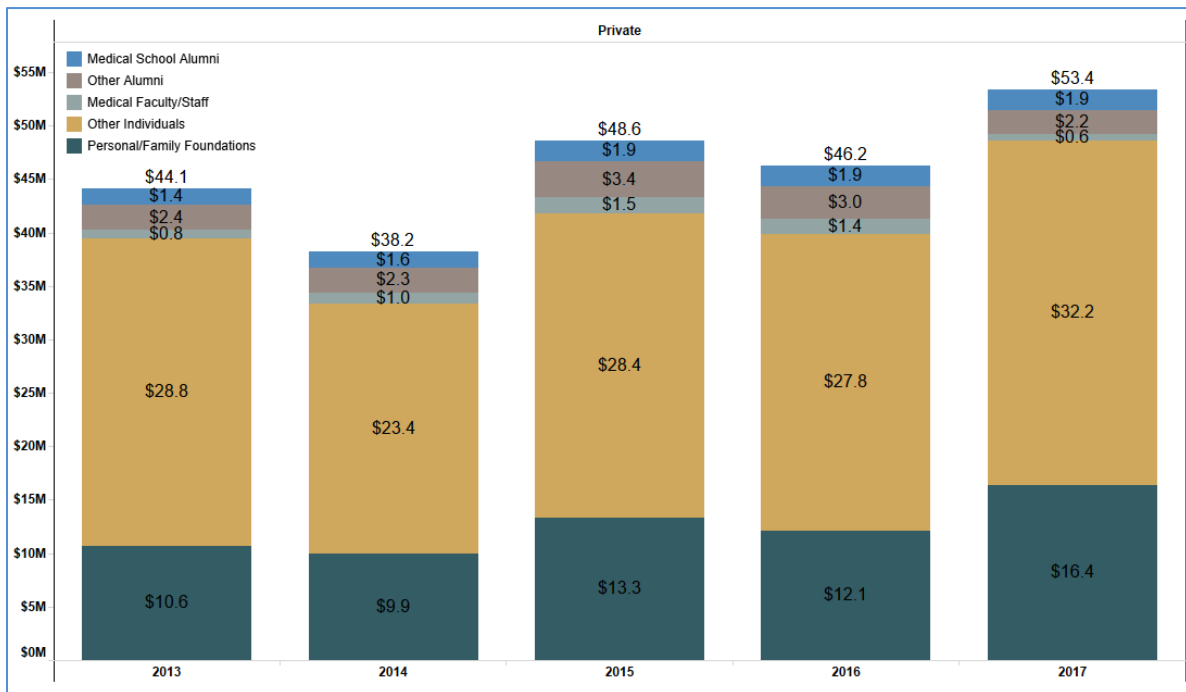
Individual Gifts Including Personal/Family Foundations

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

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

	Medical School Alumni	Other Institutional Alumni	Medical Staff/Faculty	Other Individuals	Personal/Family Foundations	All Individuals
Number of Private Institutions Reporting Data	53	53	53	53	53	53
Number of Public Institutions Reporting Data	75	75	75	75	75	75
Number of All Institutions Reporting Data	128	128	128	128	128	128
Private Median	\$1,560,678	\$85,778	\$262,922	\$11,450,677	\$4,454,968	\$21,122,198
Public Median	\$504,124	\$238,592	\$194,054	\$4,242,827	\$578,370	\$11,035,953
All Median	\$828,301	\$209,153	\$241,535	\$5,497,302	\$1,963,912	\$13,600,297
Private Mean	\$1,913,864	\$2,200,255	\$634,612	\$32,207,362	\$16,399,268	\$53,355,360
Public Mean	\$1,607,380	\$1,466,397	\$435,676	\$12,876,401	\$6,592,141	\$22,977,994
All Mean	\$1,734,283	\$1,770,260	\$518,048	\$20,880,627	\$10,652,905	\$35,556,122

**Graph 3(d): Total Private Support from Individuals including Personal/Family Foundations
(Comparison of Years 2013 through 2017)**



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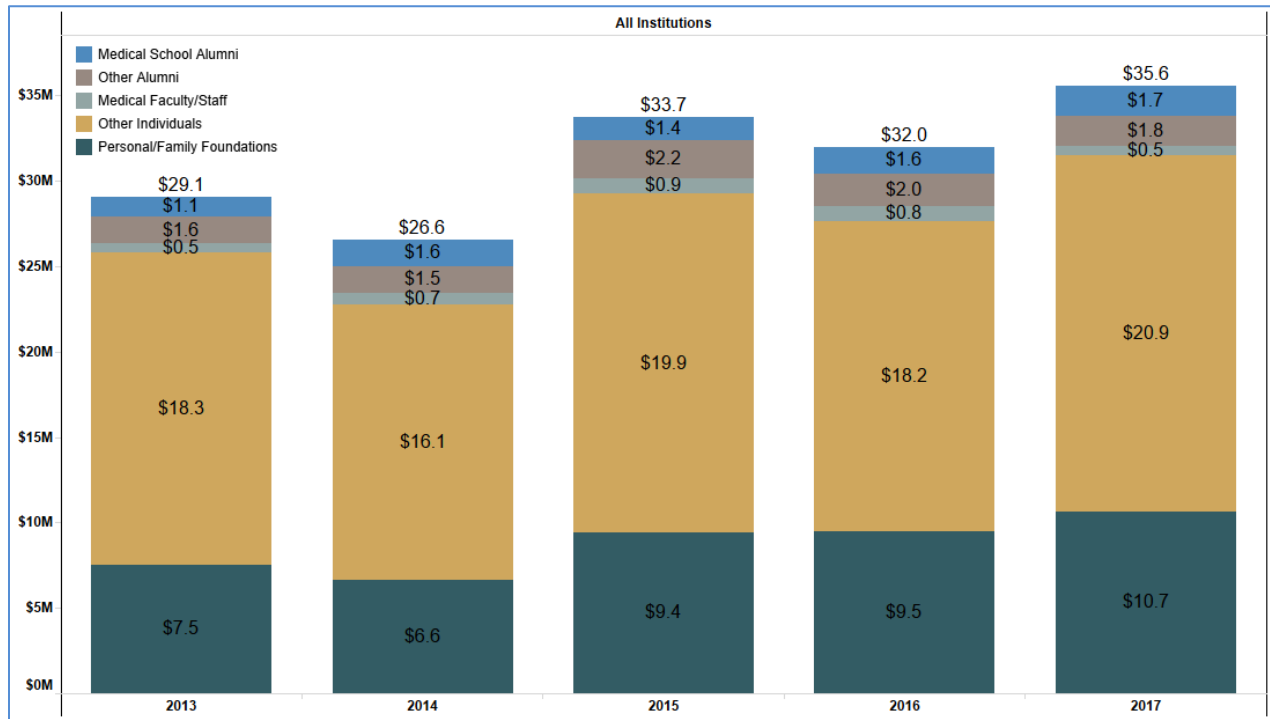


Table 3(e): Mean Gift per Individual

	Mean Medical School Alumni Gift	Mean Other Institutional Alumni Gift	Mean Faculty/Staff Member Gift	Mean Other Individual Gift	Mean All Individual Gift
Number of Private Institutions Reporting Data	42	37	48	53	53
Number of Public Institutions Reporting Data	64	65	65	75	75
Number of All Institutions Reporting Data	106	102	113	128	128
Private Median	\$1,735	\$1,923	\$1,127	\$2,021	\$2,339
Public Median	\$997	\$1,340	\$921	\$1,486	\$1,645
All Median	\$1,272	\$1,514	\$1,032	\$1,792	\$1,888
Private Mean	\$1,941	\$5,222	\$2,659	\$4,106	\$3,670
Public Mean	\$2,022	\$2,146	\$2,070	\$3,500	\$2,468
All Mean	\$1,990	\$3,262	\$2,321	\$3,751	\$2,966

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Alumni Giving

- Based upon the 2017 median, approximately 7.8 percent of all individual gifts were attributed to medical school alumni. The median for the mean gift per medical school alumnus donor was \$1,272, a 7.1 percent increase from \$1,188 in 2016. The 2017 mean gift size of \$1,990 was up from the mean of \$1,660 reported for 2016.
- The median number of MD alumni donors making unrestricted gifts of \$1,000 and larger for all medical schools was 63; the median number of solicitable MD alumni for all medical schools was 5,384, whereas the median number of solicitable MD alumni for all joint programs was 6,069. The median number of MD alumni donors making gifts of \$1,000 and larger was 76 for all joint programs.
- For all medical schools, the median number of MD alumni making restricted gifts of any size for current operations and/or for endowment was 207; the median for unrestricted gifts was 254 for this category of alumni giving.
- For all joint programs, the median number of MD alumni making restricted gifts of any size for current operations and/or for endowment was 440; the median for unrestricted gifts was 429 for this category of alumni giving.

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

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	20	17	20	19	20
Number of Public Institutions Reporting Data	32	22	31	26	26
Number of All Institutions Reporting Data	52	39	51	45	46
Private Median	7,138	113	258	515	\$419,077
Public Median	3,992	32	202	127	\$108,336
All Median	5,384	63	207	254	\$179,486
Private Mean	5,712	155	346	593	\$521,911
Public Mean	5,233	51	300	305	\$195,368
All Mean	5,417	96	318	426	\$337,343

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

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	20	21	20	21	21
Number of Public Institutions Reporting Data	32	26	30	29	27
Number of All Institutions Reporting Data	52	47	50	50	48
Private Median	5,764	126	449	605	\$431,580
Public Median	7,114	29	421	156	\$94,435
All Median	6,069	76	440	429	\$275,326
Private Mean	6,540	138	561	633	\$783,495
Public Mean	6,761	56	480	354	\$471,523
All Mean	6,676	93	512	471	\$608,011

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

	Solicitable MD Alumni	MD Alumni Making Unrestricted Gifts \$1,000+	MD Alumni Making Restricted Gifts for Current Operations/Endowment	MD Alumni Making Unrestricted Gifts for Current Operations/Endowment	Dollar Amount MD Alumni Unrestricted Gifts for Current Operations/Endowment
Number of Private Institutions Reporting Data	40	38	40	40	41
Number of Public Institutions Reporting Data	64	48	61	55	53
Number of All Institutions Reporting Data	104	86	101	95	94
Private Median	5,984	125	401	591	\$431,580
Public Median	5,666	32	247	137	\$102,904
All Median	5,931	67	336	305	\$209,444
Private Mean	6,126	146	454	614	\$655,893
Public Mean	5,997	54	388	331	\$336,051
All Mean	6,047	94	414	450	\$475,556

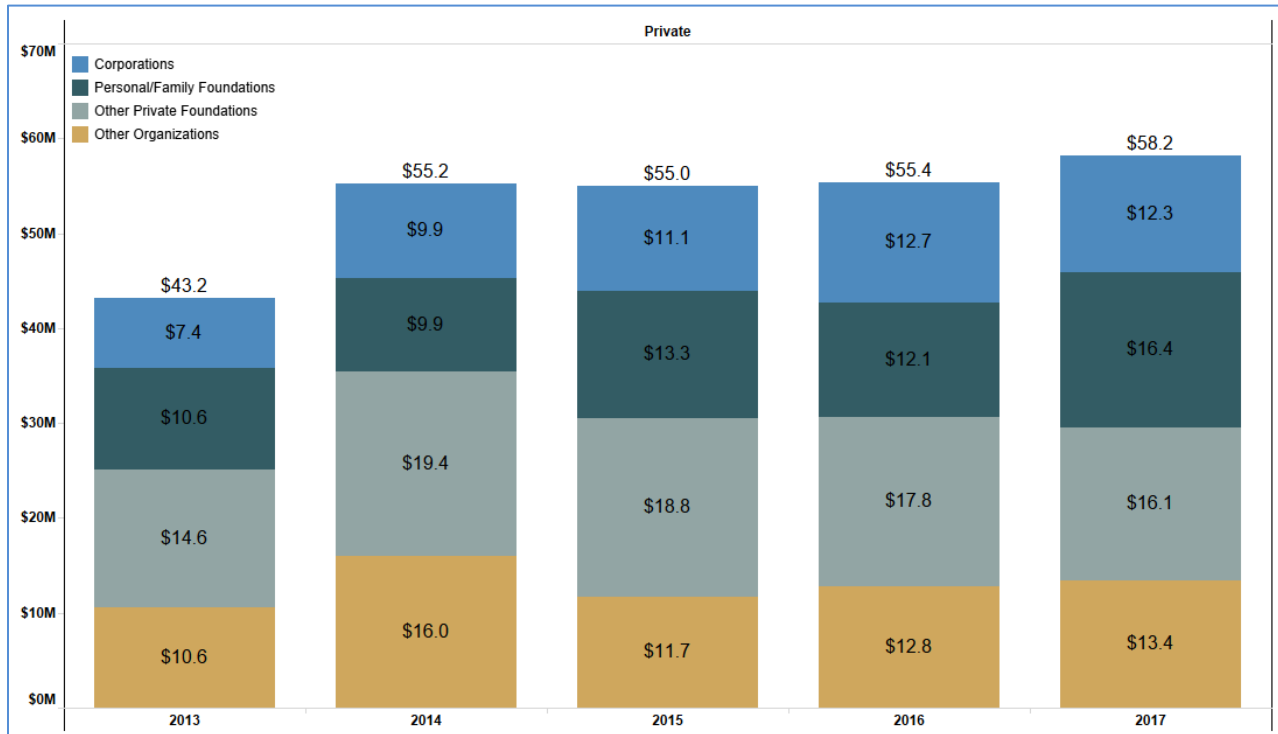
Corporation and Foundation Giving

- Support received from foundations, which includes personal/family and other private foundations, continues to exceed the support received from corporations. In the 2017 survey data, the median and mean of support received for all institutions from all foundations (personal/family and other private foundations) was \$14.4 million and \$30.8 million, respectively. The median gift size per personal/family foundation was \$61,448, and the median gift per other private foundation was \$89,207. Comparatively, the median gift per corporation was \$12,675.
- In 2017, the median and mean of the mean gift among all institutional sources collectively – corporations, personal/family foundations, other private foundations, and other organizations – were \$39,923 and \$57,344 per institutional donor, respectively, which is comparable to the 2016 respective median and mean of \$37,141 and \$56,224.

Table 5(a): Total Private Support from Organizations

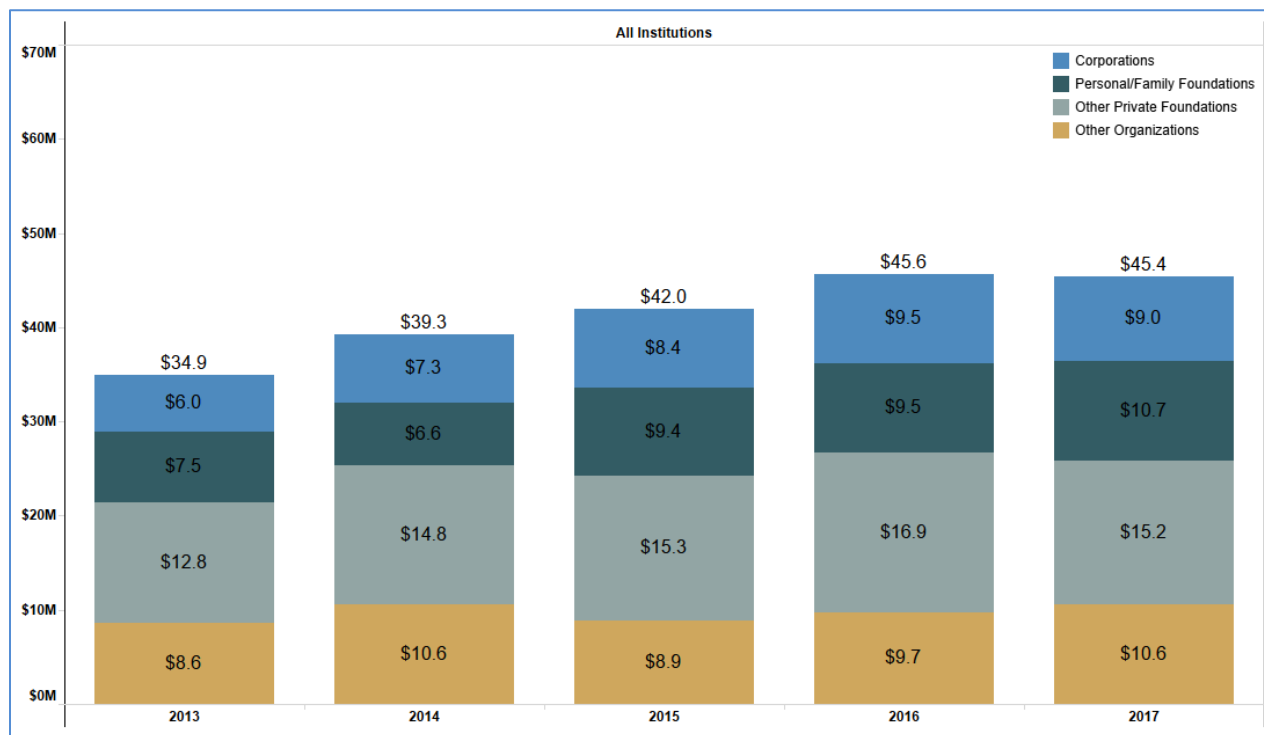
	Corporations	Personal/ Family Foundations	Private Foundations	Other Organizations	All Organizations
Number of Private Institutions Reporting Data	53	53	53	53	53
Number of Public Institutions Reporting Data	75	75	75	75	75
Number of All Institutions Reporting Data	128	128	128	128	128
Private Median	\$5,602,640	\$4,454,968	\$9,078,443	\$3,697,733	\$29,662,135
Public Median	\$2,959,651	\$578,370	\$3,986,856	\$2,490,628	\$14,525,777
All Median	\$3,616,896	\$1,963,912	\$5,783,490	\$3,077,052	\$21,425,498
Private Mean	\$12,295,003	\$16,399,268	\$16,116,633	\$13,361,670	\$58,172,574
Public Mean	\$6,675,718	\$6,592,141	\$14,542,776	\$8,619,092	\$36,429,727
All Mean	\$9,002,453	\$10,652,905	\$15,194,451	\$10,582,816	\$45,432,625

Graph 5(b): Total Private Support from Organizations (Comparison of Years 2013 through 2017)



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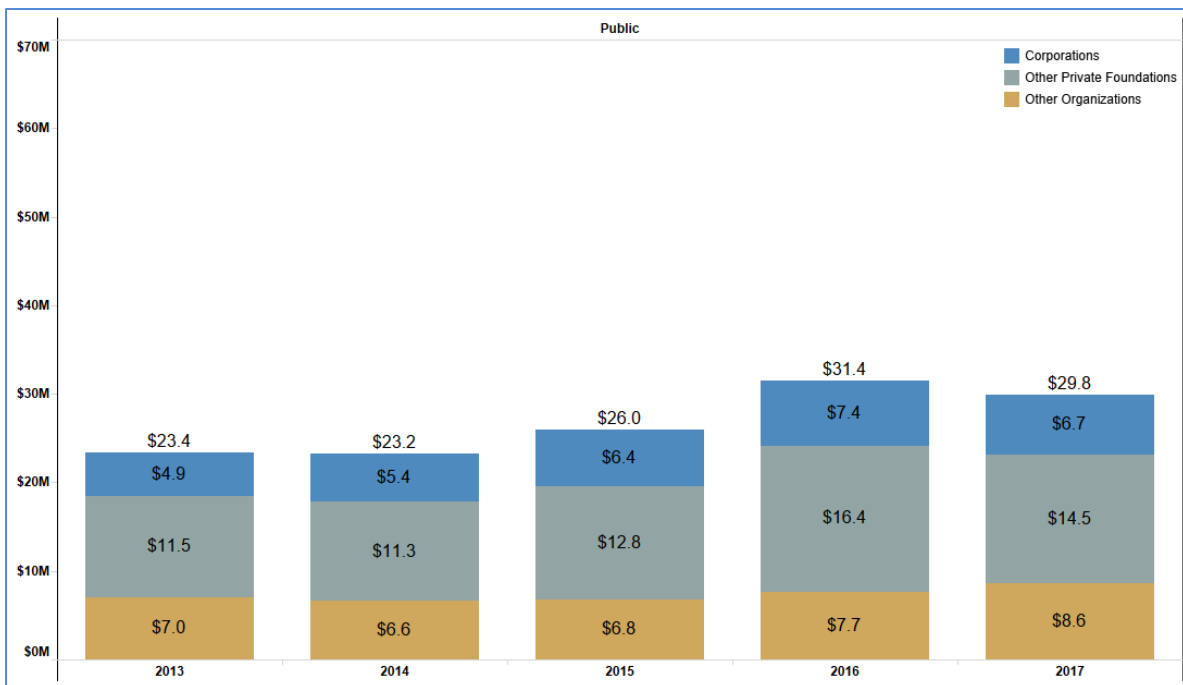
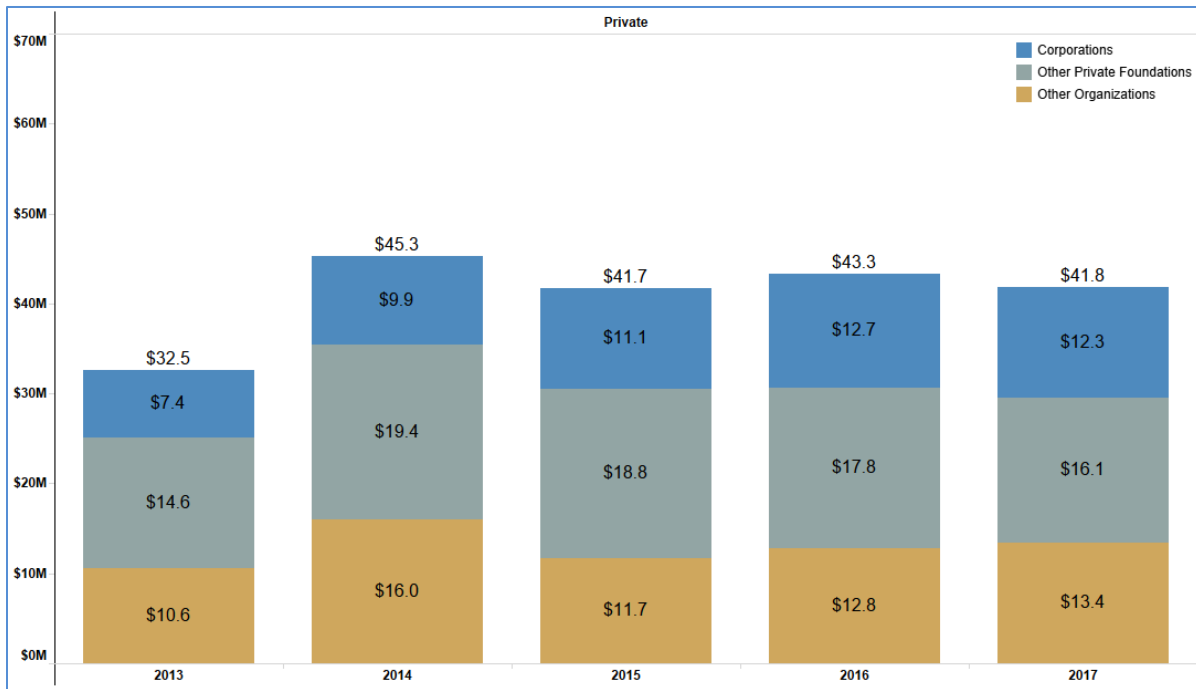
Organizational Gifts Excluding Personal/Family Foundations

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

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

	Corporations	Private Foundations	Other Organizations	All Organizations
Number of Private Institutions Reporting Data	53	53	53	53
Number of Public Institutions Reporting Data	75	75	75	75
Number of All Institutions Reporting Data	128	128	128	128
Private Median	\$5,602,640	\$9,078,443	\$3,697,733	\$20,997,696
Public Median	\$2,959,651	\$3,986,856	\$2,490,628	\$12,926,127
All Median	\$3,616,896	\$5,783,490	\$3,077,052	\$16,264,537
Private Mean	\$12,295,003	\$16,116,633	\$13,361,670	\$41,773,306
Public Mean	\$6,675,718	\$14,542,776	\$8,619,092	\$29,837,585
All Mean	\$9,002,453	\$15,194,451	\$10,582,816	\$34,779,720

**Graph 5(d): Total Private Support from Organizations (Excluding Personal/Family Foundations)
(Comparison of Years 2013 through 2017)**



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Table 5(e): Mean Gift per Organization

	Mean Corporate Gift	Mean Personal/Family Foundation Gift	Mean Private Foundation Gift	Mean Other Organization Gift	Mean All Organization Gift
Number of Private Institutions Reporting Data	52	50	49	48	53
Number of Public Institutions Reporting Data	75	63	72	74	75
Number of All Institutions Reporting Data	127	113	121	122	128
Private Median	\$19,060	\$78,144	\$118,702	\$52,110	\$52,056
Public Median	\$10,311	\$49,008	\$84,435	\$27,205	\$33,990
All Median	\$12,675	\$61,448	\$89,207	\$34,228	\$39,923
Private Mean	\$52,922	\$90,923	\$146,869	\$79,251	\$69,143
Public Mean	\$17,540	\$84,409	\$149,223	\$49,762	\$49,006
All Mean	\$32,027	\$87,291	\$148,270	\$61,364	\$57,344

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\$1 Million+ Gifts

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

- A total of 1,602 gifts of \$1 million or larger were reported by 2017 survey respondents, of which 590 were outright cash gifts and 1,012 were new pledge gift commitments.

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

	Outright Cash Gifts: \$1M to \$4.9M	Outright Cash Gifts: \$5M to \$9.9M	Outright Cash Gifts: \$10M to \$24.9M	Outright Cash Gifts: \$25M to \$49.9M	Outright Cash Gifts: \$50M+	Outright Cash Gifts: \$1M+ Total
Number of Gifts Reported by Private Institutions	244	21	2	1	3	271
Number of Gifts Reported by Public Institutions	275	31	11	2		319
Number of Gifts Reported by All Institutions	519	52	13	3	3	590

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

	New Pledge Commitments: \$1M to \$4.9M	New Pledge Commitments: \$5M to \$9.9M	New Pledge Commitments: \$10M to \$24.9M	New Pledge Commitments: \$25M to \$49.9M	New Pledge Commitments: \$50M+	New Pledge Commitments: \$1M+ Total
Number of Gifts Reported by Private Institutions	483	51	44	9	5	592
Number of Gifts Reported by Public Institutions	358	26	22	3	11	420
Number of Gifts Reported by All Institutions	841	77	66	12	16	1,012

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

	Outright Cash Gifts and New Pledge Commitments: \$1M to \$4.9M	Outright Cash Gifts and New Pledge Commitments: \$5M to \$9.9M	Outright Cash Gifts and New Pledge Commitments: \$10M to \$24.9M	Outright Cash Gifts and New Pledge Commitments: \$25M to \$49.9M	Outright Cash Gifts and New Pledge Commitments: \$50M+	Outright Cash Gifts and New Pledge Commitments: \$1M+ Total
Number of Gifts Reported by Private Institutions	727	72	46	10	8	863
Number of Gifts Reported by Public Institutions	633	57	33	5	11	739
Number of Gifts Reported by All Institutions	1,360	129	79	15	19	1,602

Joint Program Gift Support Received for Teaching Hospitals

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

- As was the case in previous years, the 2017 median gift levels to joint program teaching hospitals were higher among private institutions (\$6.3 million) than among public institutions (\$5.3 million).
- When compared to the medians reported in 2016, 2017 gifts were down for private joint programs and gifts were up for public joint programs. Specifically, a median of \$13.0 million was reported for private joint programs in 2016, while the 2016 median was \$3.4 million among public joint programs.

Table 7: Mean Hospital Gifts within Joint Programs

	Total Private Support	Gifts Received for Teaching Hospitals Within Joint Programs
Number of Private Institutions Reporting Data	53	16
Number of Public Institutions Reporting Data	75	31
Number of All Institutions Reporting Data	128	47
Private Median	\$51,862,383	\$6,271,142
Public Median	\$28,804,346	\$5,263,472
All Median	\$36,236,620	\$6,094,894
Private Mean	\$96,084,553	\$24,591,188
Public Mean	\$53,269,377	\$12,723,337
All Mean	\$70,997,536	\$16,763,456

Development Staff – FTEs

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

- The 2017 survey data shows an increase in total professional staff for all institutions with a median of 24.5 FTEs and stayed the same with a mean of 32.9 FTEs, compared to the 2016 median of 24.0 FTEs and mean of 32.9 FTEs. Professional fundraising staffing levels increased, with a median of 15.0 FTEs in 2017 and 14.8 in 2016, and stayed the same with a mean of 19.4 in 2017 and 19.4 in 2016. The 2017 median for total other professional staff was 8 FTEs, the same as 2016.
- Consistent with previous years' reporting, the size of professional staff for 2017 reported by private institutions is noticeably larger than that of the public institutions. The respective median and mean of total professional staff for public institutions were 16.2 and 25.8 FTEs, compared with a median of 33.1 FTEs and a mean of 43.0 FTEs for private institutions.

Table 8: Professional Staff by Function – FTEs

	Total Fundraising Professional Staff	Total Other Professional Staff	Total Professional Staff
Number of Private Institutions Reporting Data	53	53	53
Number of Public Institutions Reporting Data	76	76	76
Number of All Institutions Reporting Data	129	129	129
Private Median	20.5	12.1	33.1
Public Median	11.5	5.0	16.2
All Median	15.0	8.0	24.5
Private Mean	24.8	18.2	43.0
Public Mean	15.6	10.1	25.8
All Mean	19.4	13.5	32.9

Table 9: Development Staff by Function – FTEs

	Total Professional Staff	Total Support Staff	Total Development Staff
Number of Private Institutions Reporting Data	53	53	53
Number of Public Institutions Reporting Data	76	76	76
Number of All Institutions Reporting Data	129	129	129
Private Median	33.1	10.0	50.8
Public Median	16.2	4.3	21.0
All Median	24.5	7.0	31.0
Private Mean	43.0	13.9	56.9
Public Mean	25.8	7.1	32.9
All Mean	32.9	9.9	42.8

Fundraising/Development Costs

Personnel and program costs for 2016 and 2017 are represented in Tables 10 and 11 (and are as reported by the 2017 participating institutions).

- The median of total fundraising costs for all institutions increased from \$4.3 million in 2016 to \$4.7 million in 2017.
- Private institutions continue to reflect significantly higher total fundraising costs – double the cost reported by public institutions. Among the reporting public institutions, the 2017 median of total fundraising costs increased slightly to \$3.1 million, from \$2.8 million in 2016. The 2017 median of total fundraising costs for the reporting private institutions increased by 9.8 percent from \$6.9 million to \$7.6 million.
- As has been the case in previous survey years, the majority of total fundraising costs reported are attributed to personnel costs. For all institutions, the mean personnel costs in 2016 represented 61.9 percent of the mean total fundraising costs; the 2017 proportion was 62.1 percent.

Table 10: Fundraising/Development – 2016 Costs*

	Personnel Costs (2016)	Program Costs (2016)	Other Costs (2016)	Total Costs (2016)
Number of Private Institutions Reporting Data	50	51	18	51
Number of Public Institutions Reporting Data	75	74	38	76
Number of All Institutions Reporting Data	125	125	56	127
Private Median	\$4,688,591	\$1,446,381	\$722,866	\$6,949,000
Public Median	\$1,660,698	\$580,676	\$515,277	\$2,792,773
All Median	\$2,738,880	\$975,021	\$604,476	\$4,312,000
Private Mean	\$5,950,149	\$3,503,691	\$1,827,563	\$9,982,192
Public Mean	\$3,348,247	\$1,442,789	\$1,054,708	\$5,236,366
All Mean	\$4,389,008	\$2,283,637	\$1,303,125	\$7,142,170

*Figures in this table are 2016 costs as reported by the 2017 participating institutions.

Table 11: Fundraising/Development – 2017 Costs

	Personnel Costs (2017)	Program Costs (2017)	Other Costs (2017)	Total Costs (2017)
Number of Private Institutions Reporting Data	51	52	18	52
Number of Public Institutions Reporting Data	75	74	38	76
Number of All Institutions Reporting Data	126	126	56	128
Private Median	\$4,924,765	\$1,731,376	\$808,493	\$7,608,534
Public Median	\$1,880,096	\$658,084	\$581,075	\$3,067,801
All Median	\$2,677,301	\$934,797	\$642,735	\$4,656,052
Private Mean	\$6,263,322	\$3,662,657	\$1,885,295	\$10,458,133
Public Mean	\$3,623,770	\$1,428,512	\$1,215,156	\$5,574,586
All Mean	\$4,692,160	\$2,350,540	\$1,430,558	\$7,558,527

Cost of Fundraising per Total Private Support

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

Notes: Typically, the cost of fundraising includes costs directly related to fundraising activity and support of fundraising. The cost per dollar raised 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 cost per dollar raised (CPDR) decreased to \$0.12 in 2017 from \$0.13 in 2016.
- 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 survey respondents participating in the inaugural year of the project) to a high of \$0.14 seen in 2009, 2014, and again in 2016.

Table 12: Cost of Fundraising – 2017

	Total Costs	Total Private Support by Gift Designation	Cost per Dollar Raised	Cost per Dollar Raised (Excluding \$1M+ Outright Cash Gifts)
Number of Private Institutions Reporting Data	52	53	53	53
Number of Public Institutions Reporting Data	76	75	75	75
Number of All Institutions Reporting Data	128	128	128	128
Private Median	\$7,608,534	\$51,862,383	\$0.13	\$0.13
Public Median	\$3,067,801	\$28,804,346	\$0.12	\$0.14
All Median	\$4,656,052	\$36,236,620	\$0.12	\$0.13
Private Mean	\$10,458,133	\$96,084,553	\$0.16	\$0.18
Public Mean	\$5,574,586	\$53,269,377	\$0.18	\$0.20
All Mean	\$7,558,527	\$70,997,536	\$0.17	\$0.19

- By institutional type, costs of fundraising were highest among teaching hospitals in 2017, with a median cost per dollar raised of \$0.15. Medical schools, by contrast, reported a median CPDR of \$0.10. This variance in cost of fundraising by institutional type is consistent with previous years, and likely resulting from teaching hospital development programs absorbing all or nearly all costs needed to support fundraising operations.
- When \$1 million+ Outright Cash Gifts were omitted from Total Private Support, costs of fundraising were still highest among teaching hospitals in 2017, with a median cost per dollar raised of \$0.19. Medical schools, by contrast, reported a median CPDR of \$0.12.

Table 13a: Cost of Fundraising by Institutional Type – 2017

	Medical Schools	Teaching Hospitals	Joint Programs	All
Number of Private Institutions Reporting Data	20	11	22	53
Number of Public Institutions Reporting Data	34	10	31	75
Number of All Institutions Reporting Data	54	21	53	128
Private Median	\$0.09	\$0.15	\$0.13	\$0.13
Public Median	\$0.10	\$0.18	\$0.12	\$0.12
All Median	\$0.10	\$0.15	\$0.12	\$0.12
Private Mean	\$0.15	\$0.17	\$0.16	\$0.16
Public Mean	\$0.21	\$0.22	\$0.14	\$0.18
All Mean	\$0.19	\$0.19	\$0.15	\$0.17

**Table 13b: Cost of Fundraising by Institutional Type – 2017
(\$1M+ Outright Cash Gifts Omitted from Total Private Support)**

	Medical Schools	Teaching Hospitals	Joint Programs	All
Number of Private Institutions Reporting Data	20	11	22	53
Number of Public Institutions Reporting Data	34	10	31	75
Number of All Institutions Reporting Data	54	21	53	128
Private Median	\$0.10	\$0.19	\$0.14	\$0.13
Public Median	\$0.12	\$0.20	\$0.13	\$0.14
All Median	\$0.12	\$0.19	\$0.14	\$0.13
Private Mean	\$0.16	\$0.22	\$0.19	\$0.18
Public Mean	\$0.23	\$0.25	\$0.16	\$0.20
All Mean	\$0.20	\$0.23	\$0.17	\$0.19

Return on Investment

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

Return on investment is another data point often used for measuring institutional fundraising performance and assessing development program effectiveness.

- Among all institutions in 2017, the median dollar return was \$8.09, with private institutions garnering a lower return than public institutions with medians of \$7.80 and \$8.15, respectively. Public institutions yielded lower returns than private institutions in 2016 when respective medians stood at \$7.85 and \$7.95.
- By institutional type, medical schools reported the highest returns with a median of \$9.76, followed by joint programs at \$8.09, and teaching hospitals at \$6.49.

Table 14: Dollars Raised per Dollars Budgeted – 2017

	Medical Schools	Teaching Hospitals	Joint Programs	All
Number of Private Institutions Reporting Data	19	11	22	52
Number of Public Institutions Reporting Data	34	10	32	76
Number of All Institutions Reporting Data	53	21	54	128
Private Median	\$10.96	\$6.49	\$7.59	\$7.80
Public Median	\$9.55	\$5.56	\$8.09	\$8.15
All Median	\$9.76	\$6.49	\$8.09	\$8.09
Private Mean	\$13.03	\$7.17	\$8.05	\$9.69
Public Mean	\$11.91	\$5.84	\$10.46	\$10.50
All Mean	\$12.31	\$6.54	\$9.48	\$10.17

Campaign Activity

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

- For all medical schools, the median campaign length was seven years. The median campaign goal was \$200 million, an amount lower than the 2016 median of \$240 million.
- For all teaching hospitals, the median campaign length was seven years, and the median campaign goal was \$400 million, down from the \$500 million reported in 2016.
- For all joint programs, the median campaign length was seven years, and the median campaign goal was \$858 million, up from the 2016 median of \$610 million.
- For all institutions, the median campaign length was seven years, and the median campaign goal was \$487 million, up from the 2016 median of \$350 million.

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	11	11
Number of Public Institutions Reporting Data	20	18
Number of All Institutions Reporting Data	31	29
Private Median	8	\$240,000,000
Public Median	7	\$170,000,000
All Median	7	\$200,000,000
Private Mean	8	\$584,454,545
Public Mean	7	\$231,915,134
All Mean	8	\$365,636,980

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	6	6
Number of Public Institutions Reporting Data	6	6
Number of All Institutions Reporting Data	12	12
Private Median	8	\$675,000,000
Public Median	4	\$100,000,000
All Median	7	\$400,000,000
Private Mean	9	\$912,500,000
Public Mean	5	\$430,583,333
All Mean	7	\$671,541,667

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	11	11
Number of Public Institutions Reporting Data	24	22
Number of All Institutions Reporting Data	35	33
Private Median	7	\$1,500,000,000
Public Median	7	\$555,000,000
All Median	7	\$858,000,000
Private Mean	7	\$1,525,000,000
Public Mean	7	\$703,348,888
All Mean	7	\$977,232,592

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

	Campaign Length (Years)	Campaign Goal
Number of Private Institutions Reporting Data	28	28
Number of Public Institutions Reporting Data	50	46
Number of All Institutions Reporting Data	78	74
Private Median	8	\$875,000,000
Public Median	7	\$245,611,208
All Median	7	\$487,000,000
Private Mean	8	\$1,024,250,000
Public Mean	7	\$483,296,695
All Mean	7	\$687,981,729

APPENDIX A**AAMC DEVELOPMENT
LEADERSHIP COMMITTEE**

Diane M. McKeever (Chair)
Senior Vice President, Philanthropy
Secretary, The Trustees
Rush University Medical Center

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

Armando Luis Chardiet
President
Atrium Health Foundation

Elizabeth A. Elkas
Associate Dean for Development
Indiana University School of Medicine

Jennifer Kitt, J.D.
Assistant Vice President
Stanford Medical Center Development

Patrick B. Mulvey
Vice President for Development
The University of Texas MD Anderson Cancer
Center

Arthur J. Ochoa, J.D.
Senior Vice President, Community Relations
and Development
Chief Development Officer
Cedars-Sinai Medical Center

Karen B. Rendleman
Senior Associate Vice President for
Development
Executive Director, UVA Health Foundation
University of Virginia School of Medicine

John J. Zabinski
Senior Vice President, University Advancement
Executive Director, Rowan University
Foundation

AAMC STAFF

Nicole Buckley
Senior Director, Member Communications

Anna Nzongola
Executive Assistant, Communications

GG+A STAFF

G. Robert Alsobrook
Senior Consulting Vice President

Charlotte Davis McGhee
Vice President for Advancement Services

Elisa Shoenberger
Benchmarking Analyst

APPENDIX B**LISTING OF 2017 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 State University College of Medicine
Geisinger Commonwealth School 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
Morehouse School of Medicine
Northeast Ohio Medical University
Northwestern University The Feinberg School of Medicine
Oakland University William Beaumont School of Medicine
Rutgers, Robert Wood Johnson Medical School
Southern Illinois University School of Medicine
The Warren Alpert Medical School of Brown University
Tufts 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 Cincinnati College of Medicine
University of Colorado School 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

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University of Nevada, Reno School of Medicine
University of New Mexico School of Medicine
University of North Dakota School of Medicine and Health Sciences
University of Oklahoma College of Medicine
University of South Carolina School of Medicine
University of South Dakota, Sanford School of Medicine
University of Texas at Austin Dell Medical School
University of Texas School of Medicine at San Antonio
University of Wisconsin School of Medicine and Public Health
USF Health Morsani College of Medicine
Vanderbilt University School of Medicine
Virginia Tech Carilion School of Medicine
Washington State University Elson S. Floyd College of Medicine
Washington University in St. Louis School of Medicine
Wayne State University School of Medicine
Weill Cornell Medicine
West Virginia University School of Medicine
Yale School of Medicine

Teaching Hospitals

Atrium Health (Carolinas HealthCare System)
Barnes-Jewish Hospital
Beaumont Hospital - Royal Oak
Beth Israel Deaconess Medical Center
Boston Medical Center
Brigham and Women's Hospital
Cedars-Sinai Medical Center
Cleveland Clinic Foundation
Erlanger Health System
Hospital for Special Surgery
Houston Methodist
Joslin Diabetes Center
Lahey Hospital & Medical Center, Burlington
Lehigh Valley Health Network
Maine Medical Center
Massachusetts General Hospital
Memorial Sloan-Kettering Cancer Center
New York-Presbyterian Hospital
University of Kansas Hospital
University of Texas M.D. Anderson Cancer Center
Vanderbilt University Medical Center

Joint Programs

Albany Medical College
Dartmouth-Hitchcock Medical Center
Duke University Health System
Emory University School of Medicine
Georgetown University School of Medicine
Icahn School of Medicine at Mount Sinai
Johns Hopkins Medicine
Keck School of Medicine of the University of Southern California
Loyola University Chicago Stritch School of Medicine
Mayo Clinic School of Medicine
Medical College of Georgia at Augusta University
Medical College of Wisconsin
Medical University of South Carolina College of Medicine
Meharry Medical College
Montefiore Medical Center
New York University School of Medicine
Northwell Health
Ohio State University Health System
Oregon Health & Science University School of Medicine
Pennsylvania State University College of Medicine
Robert Larner, M.D., College of Medicine at the University of Vermont
Ronald Reagan UCLA Medical Center
Rush Medical College of Rush University Medical Center
Sidney Kimmel Medical College at Thomas Jefferson University
Stanford University School of Medicine
State University of New York Upstate Medical University
University of Alabama School of Medicine
University of Arkansas for Medical Sciences
University of California, Davis, Health System
University of California, Irvine, Medical Center
University of California, San Diego School of Medicine
University of California, San Francisco, School of Medicine
University of Chicago Medical Center
University of Florida College of Medicine
University of Iowa Roy J. and Lucille A. Carver College of Medicine
University of Kentucky College of Medicine
University of Massachusetts Medical School
University of Miami Leonard M. Miller School of Medicine
University of Michigan Medical School
University of Minnesota Medical School

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University of Mississippi Medical Center
University of Missouri-Columbia School of Medicine
University of North Carolina at Chapel Hill School of Medicine
University of Pennsylvania Health System
University of Pittsburgh School of Medicine
University of Rochester School of Medicine and Dentistry
University of South Alabama College of Medicine
University of Texas Medical Branch School of Medicine
University of Texas Southwestern Medical School
University of Utah School of Medicine
University of Virginia School of Medicine
University of Washington School of Medicine
Virginia Commonwealth University School of Medicine
Wake Forest School of Medicine of Wake Forest Baptist Medical Center