



CMN Leadership Update Forum

June 3, 2026

Shine
Treated for a
Genetic Mutation



Welcome

Kristen Schavemaker
Chief Partnerships Officer

Agenda

CMN Leadership Update Forum

- Organizational Structure Update
- CDO Value Survey Results
- Membership Fee Update

Organizational Structure Update

Kristen Schavemaker

Chief Partnerships Officer



Foundation Partnerships



Corporate Partnerships



**Programs & Partnerships
Operations**



**Program Partnerships &
Business Development**

Organization Update

Highlights from the May 11
Organizational Structure Changes



Chief Marketing Officer

Marcia Miller Introduction



Chief Financial and Growth Officer

Frances Fu



Chief Partnerships Officer

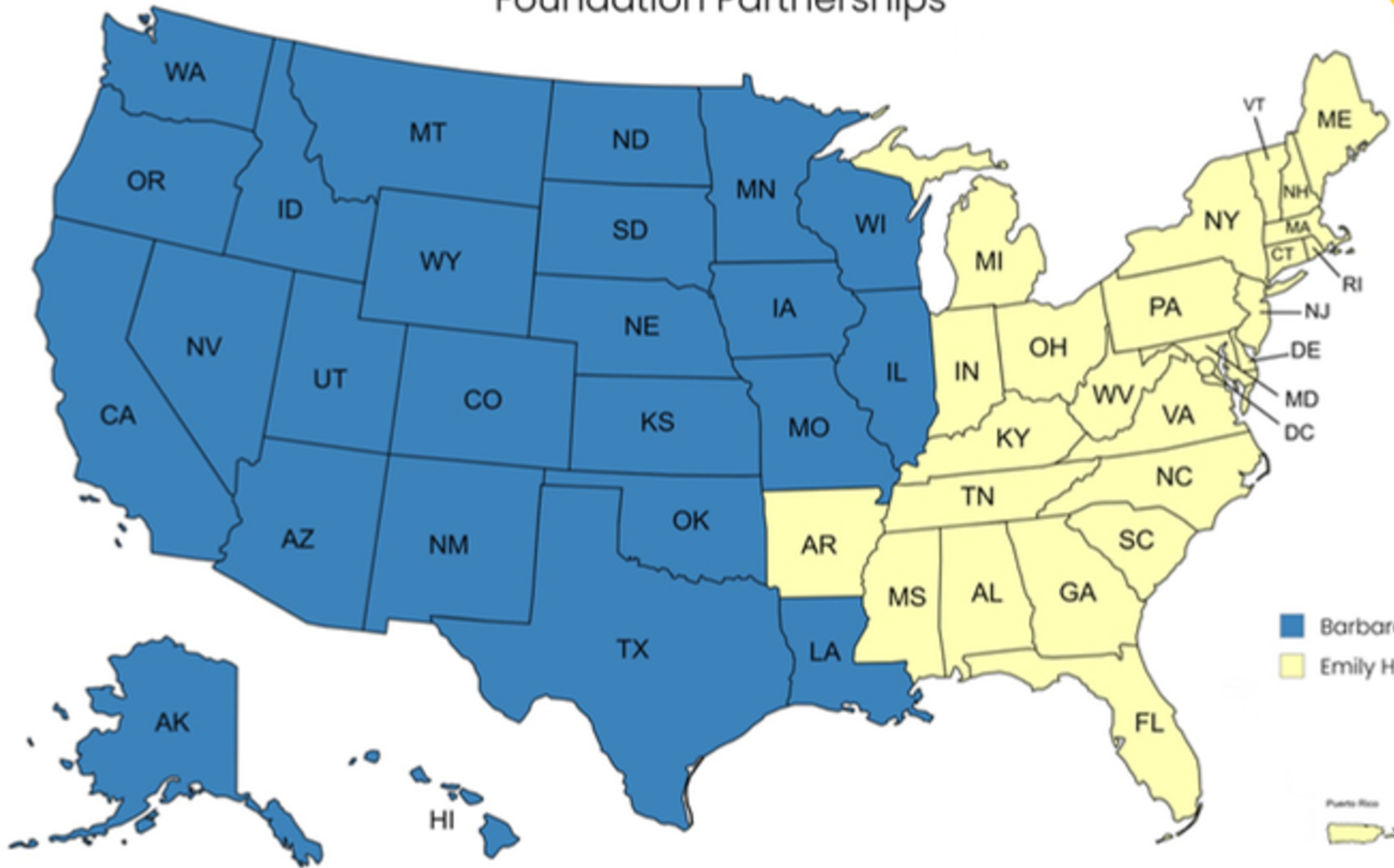
Kristen Schavemaker Update



Foundation Partnerships - East & West

Shift to two Areas with newly dedicated resource support for all Foundation Partnership Directors

Foundation Partnerships



■ Barbara O'Regan: West
■ Emily Hornak: East

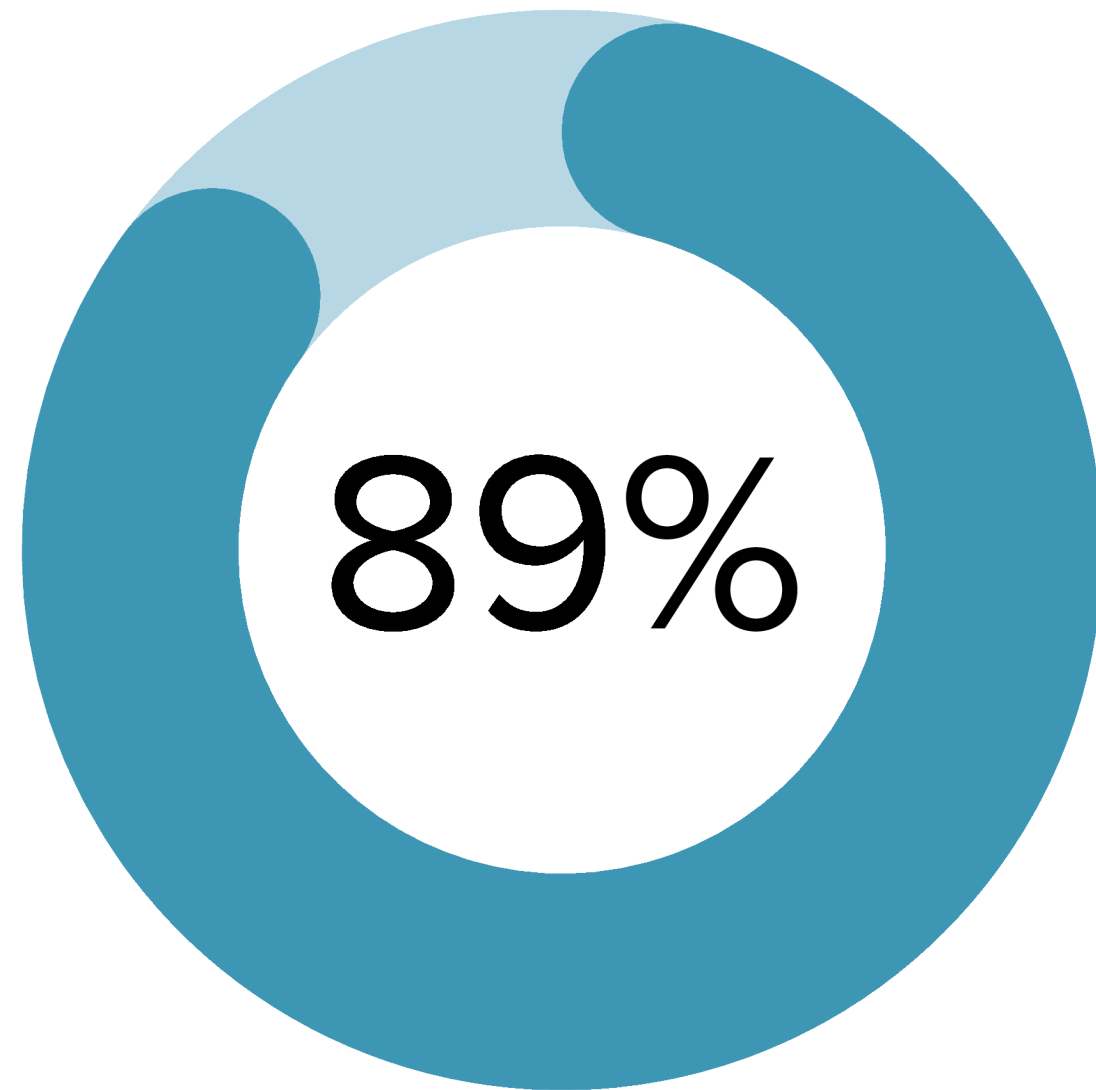
Puerto Rico


CDO Value Survey Results

Sarah Waters

VP, Strategy & Chief of Staff

Participation



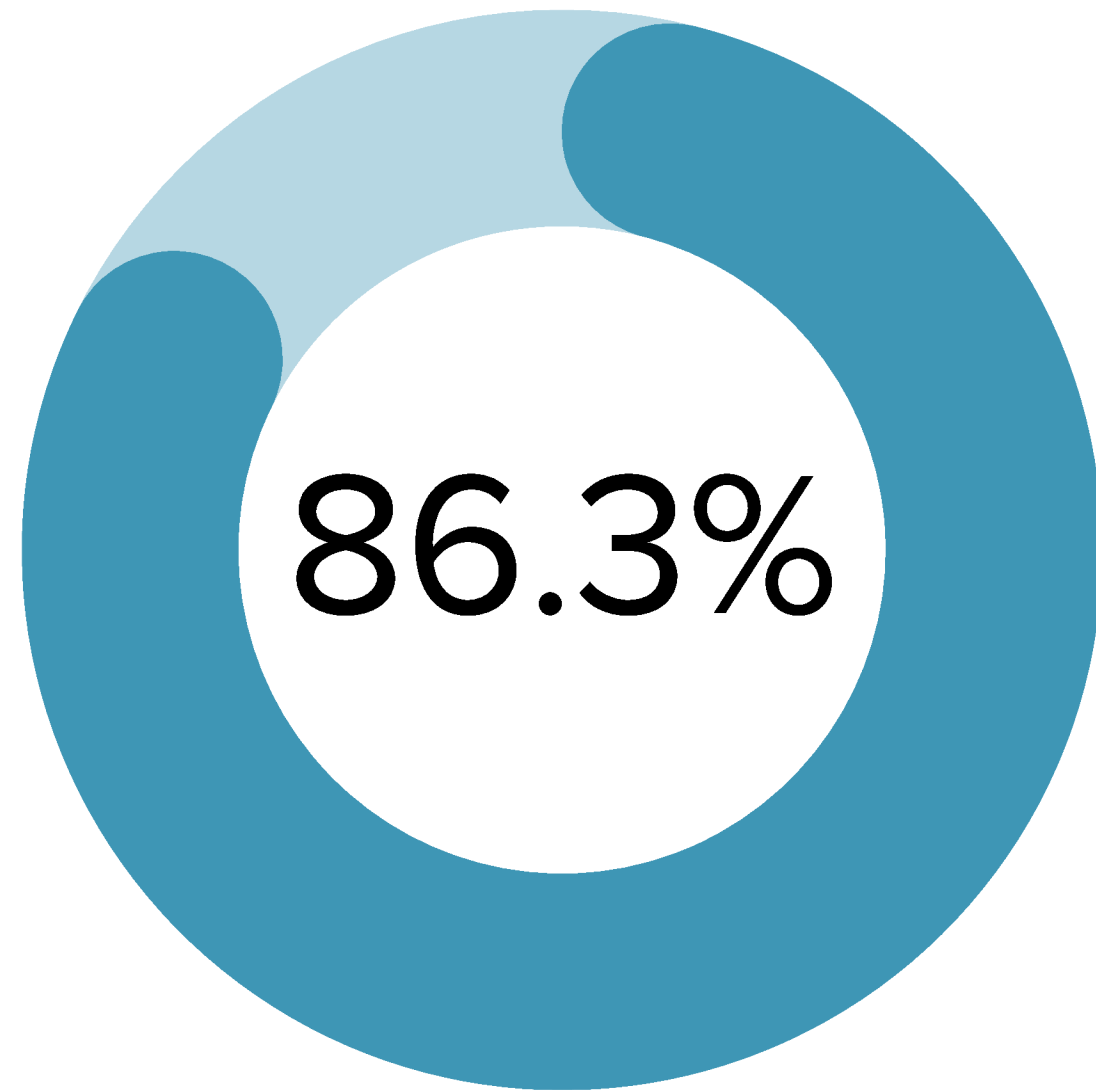
2026 CDO Value Survey

The CDO Value Survey was sent to partner hospital CDOs in April 2026. Respondents evaluated partnership satisfaction, shared insights on CMN fundraising and financial performance, and identified opportunities for focus and improvement.

A total of 128 survey responses were completed for the 2026 survey, up from 113 in 2025.

The following insights represent 89% of the 143 partner hospitals, the highest response rate in the history of the survey.

Overall Satisfaction



Overall, how satisfied are you with your CMN Partnership?

Overall, we received an 86.3% satisfaction score from respondents. This is a 1% decrease from 2025.

Small markets were the most satisfied, scoring a 90% satisfaction rate, almost 10% higher than large markets.

The middle 33% fundraising markets scored their satisfaction the lowest at 81%, while the bottom 33% of fundraising markets had the highest satisfaction at 89.5%.

Net Promoter Score

70

2026 NPS



NET PROMOTER SCORE

NPS = % of Promoters - % of Detractors

How likely is it that you would recommend (speak positively about) Children's Miracle Network to your community, colleagues or friends?

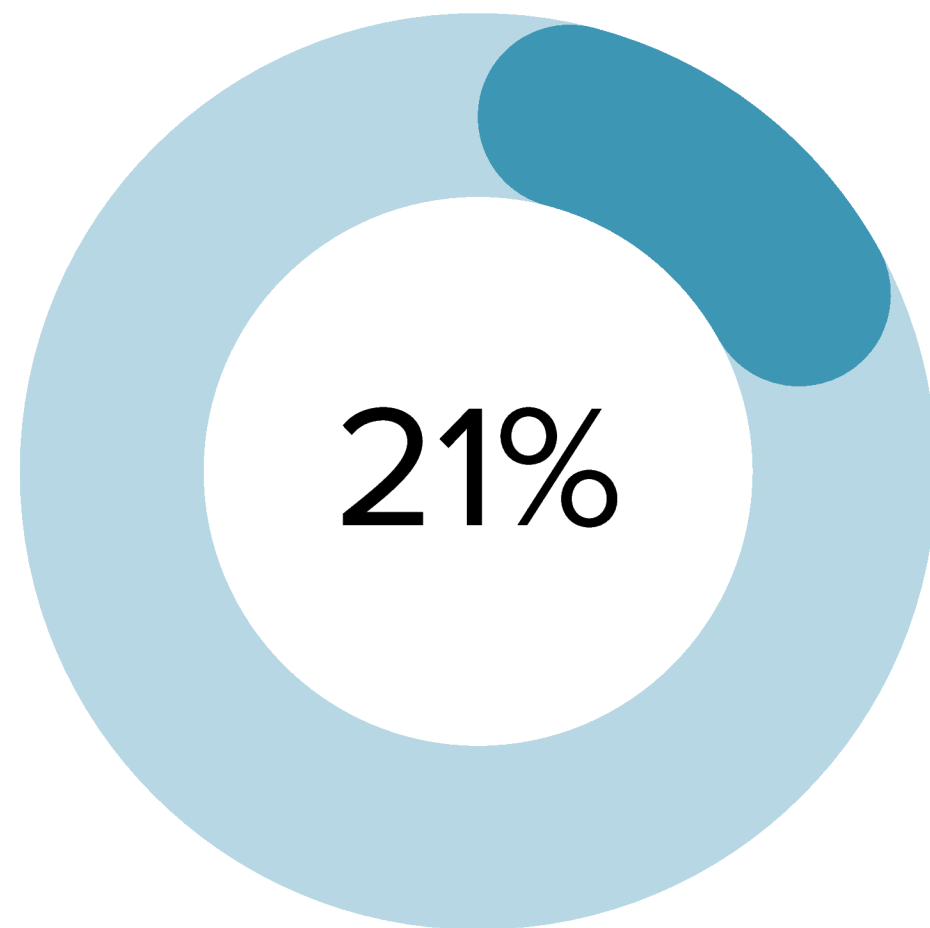
Net Promoter Scores can range from -100 to 100, and the higher the score the better. For comparison purposes, we can look to the SurveyMonkey Global audience (53) and the SurveyMonkey Nonprofit audience (59) benchmarks.

CMN scored a 70 overall, 3 points higher than last year. This score is 17 points higher than the SurveyMonkey Global audience and 11 points higher than the SurveyMonkey Nonprofit audience.

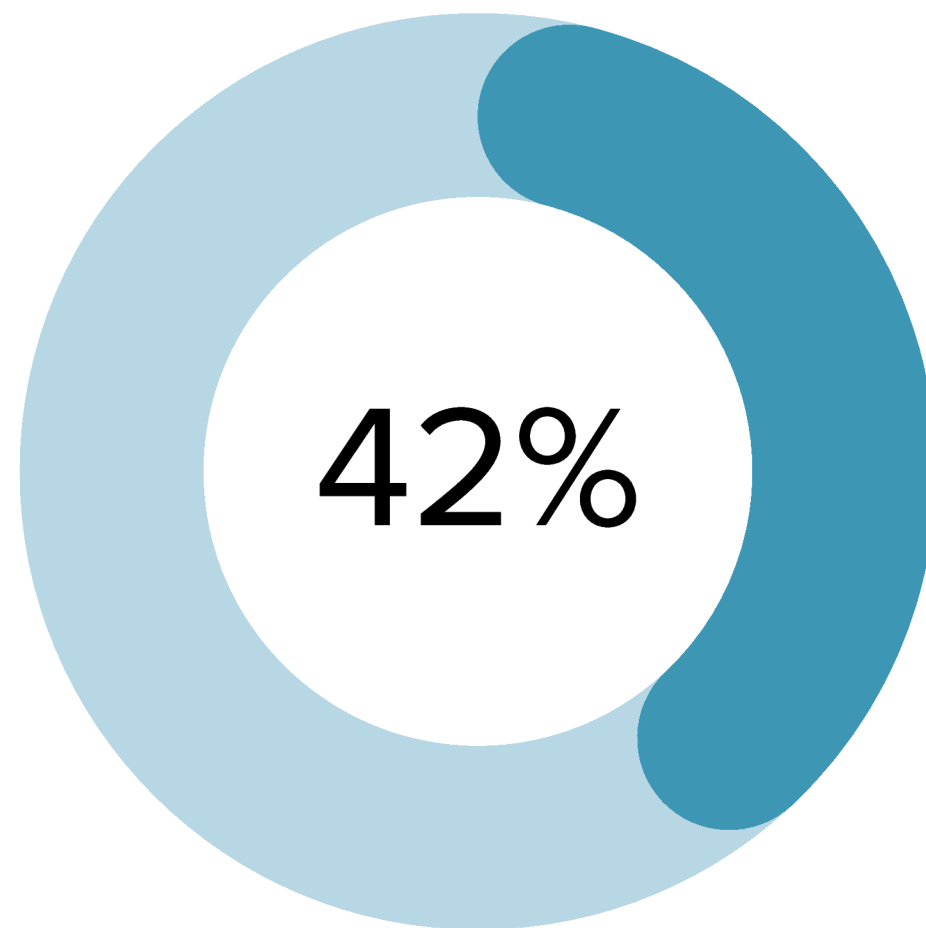
2026: Promoters 72.5% | Passives 25% | Detractors 2.5%

Percentage of Fundraising

**Overall
Fundraising**



**Unrestricted
Fundraising**

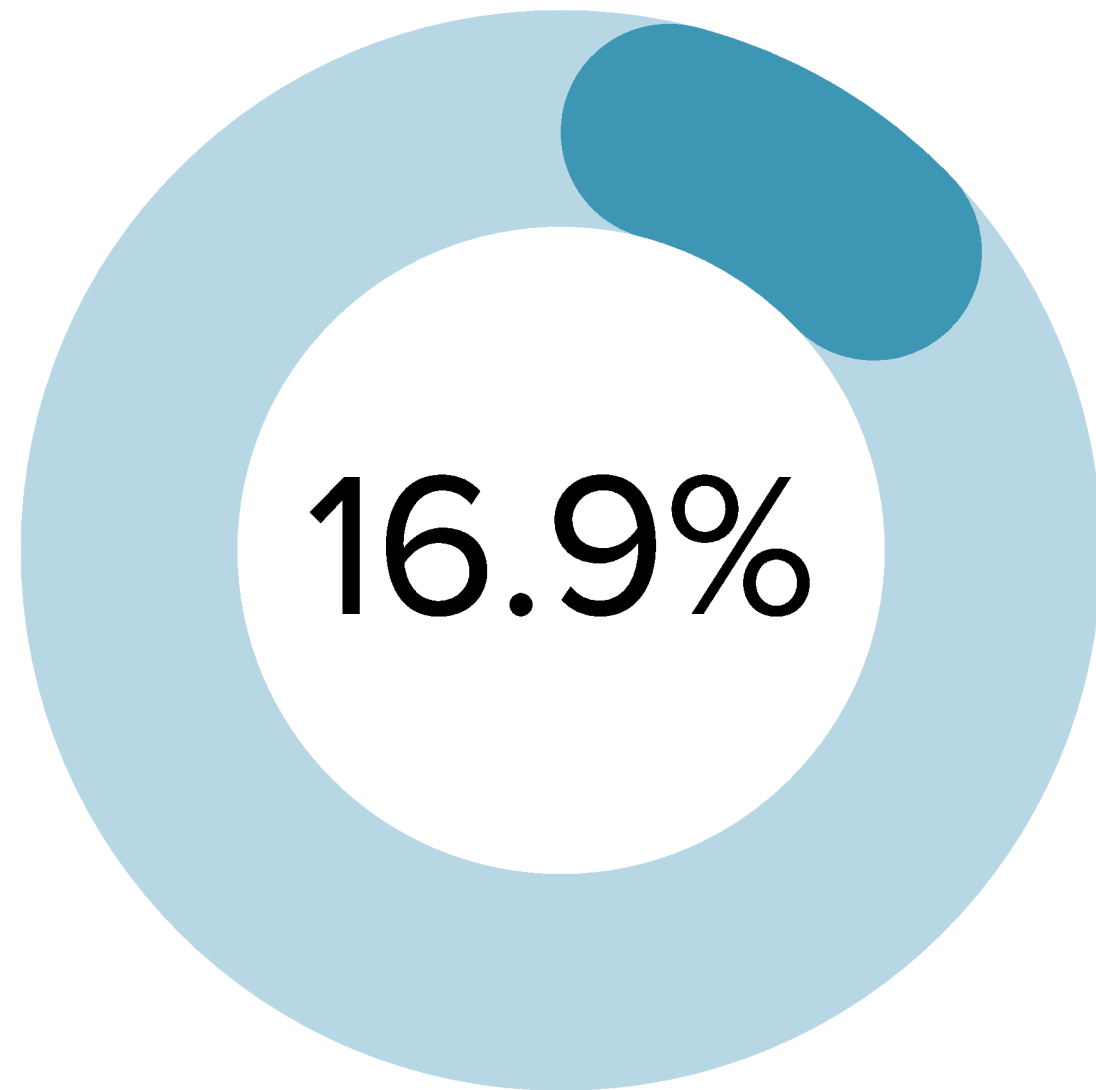


What percentage of fundraising does the amount raised through your CMN partnership represent?

Percentages for both overall fundraising and unrestricted remained relatively stable from the 2025 survey.

In both instances smaller markets reported higher percentage levels than larger or higher fundraising markets.

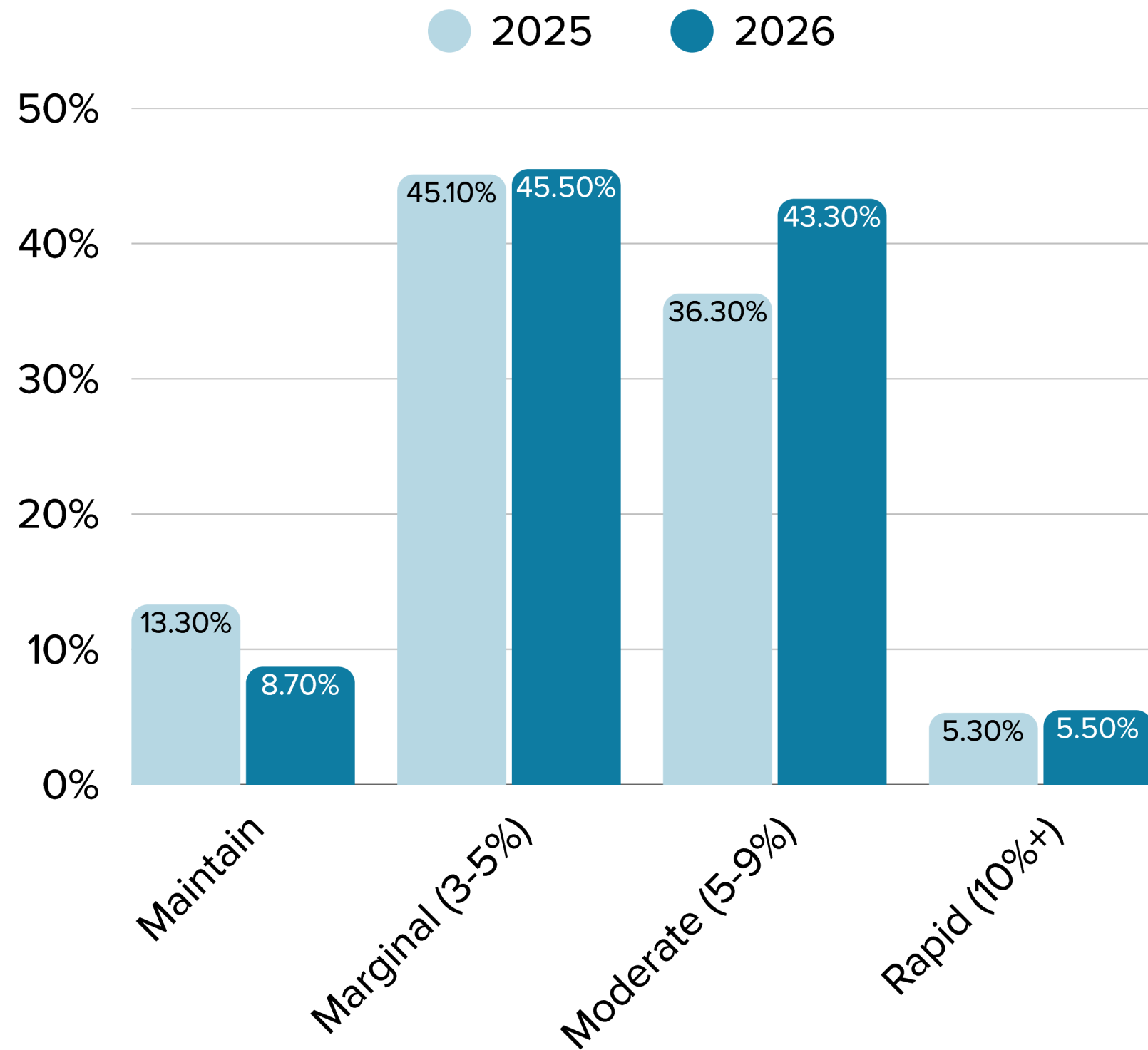
Operating Budget



Approximately what percentage of your total foundation operating expense budget is spent in support of Children's Miracle Network Fundraising (i.e. FTE expenses, direct costs)?

Half of hospitals reported CMN operating costs at or below 12% of their total operating budget. This is the same as last year.

Growth Expectations

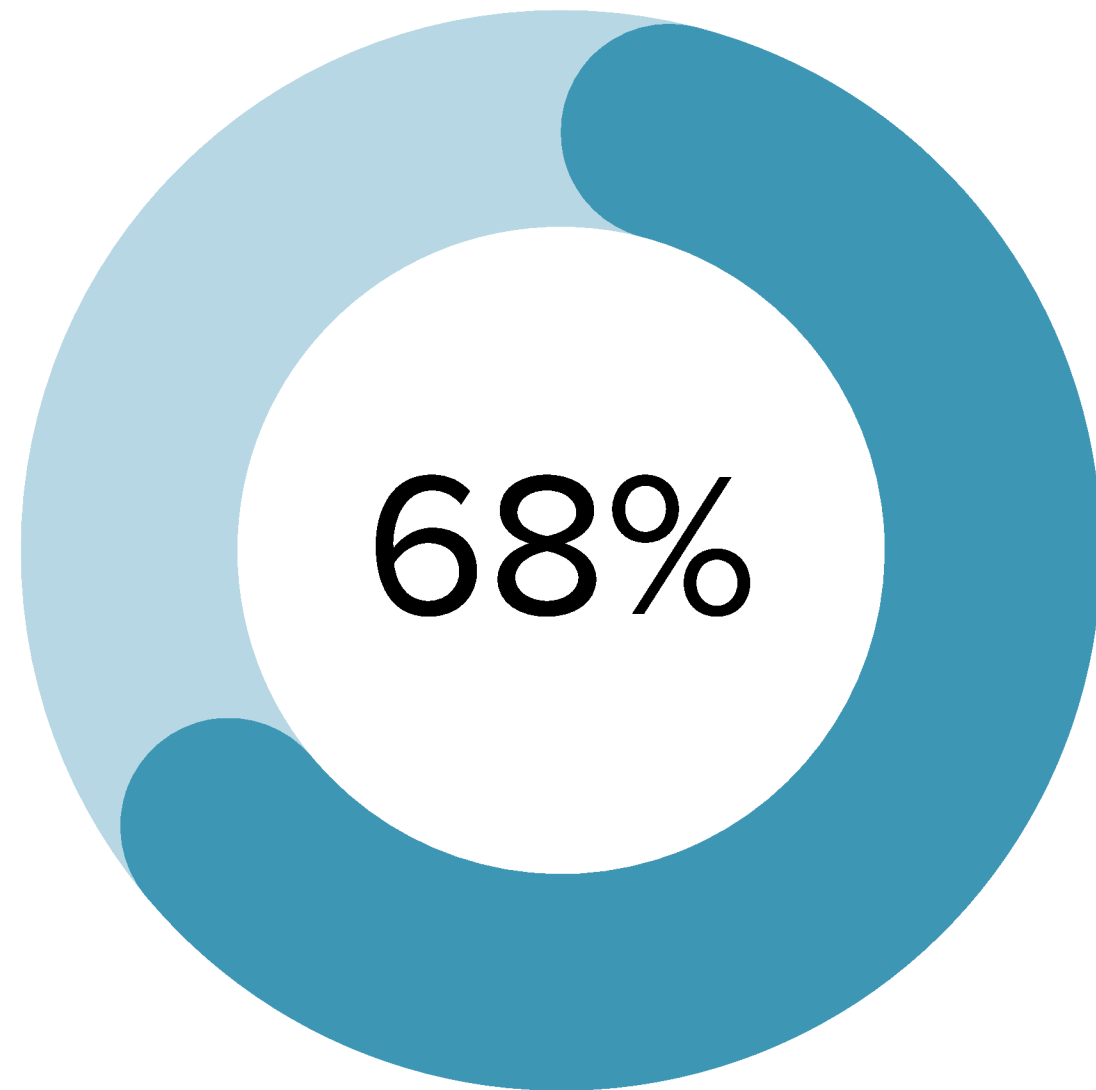


When considering the needs of your hospitals, what role do you see CMN playing in the next 1-3 years.

Most hospitals answered they expect marginal (3-5%) and moderate (5-9%) growth. **There is an increase of hospitals who expect moderate growth YoY.**

Large markets have slightly higher growth projections than their peers; however, no large markets answered “rapid growth” while both small and medium markets did.

Staffing Levels

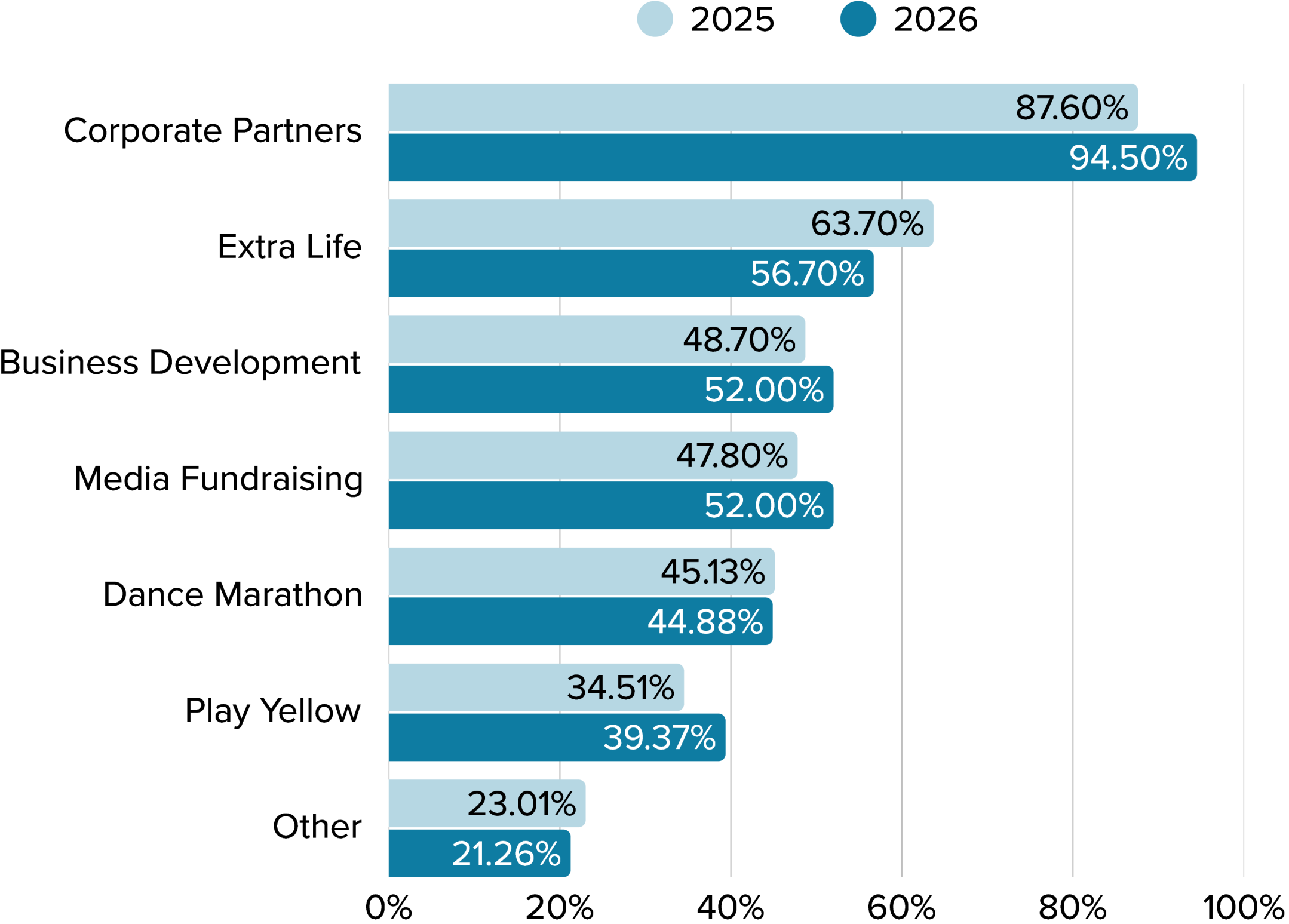


Are you able to adequately support future fundraising expectations with your current staffing levels?

Two-thirds of hospitals reported having adequate staffing levels to support their fundraising expectations. This is similar to what was reported last year.

Medium markets (72%) and middle 33% of fundraising markets (78%) reported the highest percentages indicating they have adequate staffing levels to support their fundraising expectations.

New Fundraising Opportunities



When considering your market area, what are the potential areas of new fundraising opportunities? (check all that apply)

Corporate Partner fundraising remains the most reported new fundraising opportunity for hospitals. Most new fundraising opportunities fall around 50%.

The ranking of opportunities remained nearly the same YoY with prospective local partners and radiothon switching places.

Opportunities in Corporate Partnerships, Business Development, Media And Play Yellow saw YoY increases.

Fundraising Program Importance

Fundraising Program	Overall Ranking	Average Ranking	Total 1 st Place Votes	Total 2 nd Place Votes
Existing Corporate Partnerships	#1	1.23	107	17
Business Development	#2	4.09	6	26
Media Partnerships	#3	4.13	2	31
Local Children's Miracle Network Fundraising	#4	4.25	4	26
Extra Life	#5	5.06	0	10
Dance Marathon	#6	5.07	7	13
Play Yellow	#7	6.08	1	2
Direct Response	#8	6.09	1	3

Please rank the following Children's Miracle Network fundraising programs in order of importance to you and your market. (1 being the most important)

No YoY Changes to the rankings.

Partnership Resource Importance

Fundraising Program	Overall Ranking	Average Ranking	Total 1 st Place Votes	Total 2 nd Place Votes
Fundraising Reports & Insights	#1	2.93	30	37
Communication Tools & Resources	#2	3.16	27	33
Coaching and Support from the CMN National Team	#3	3.19	30	19
Branding and Marketing	#4	3.68	28	11
National Meetings	#5	4.58	4	10
Ideation and Program Development	#6	4.77	7	14
Productivity Tools	#7	5.70	2	4

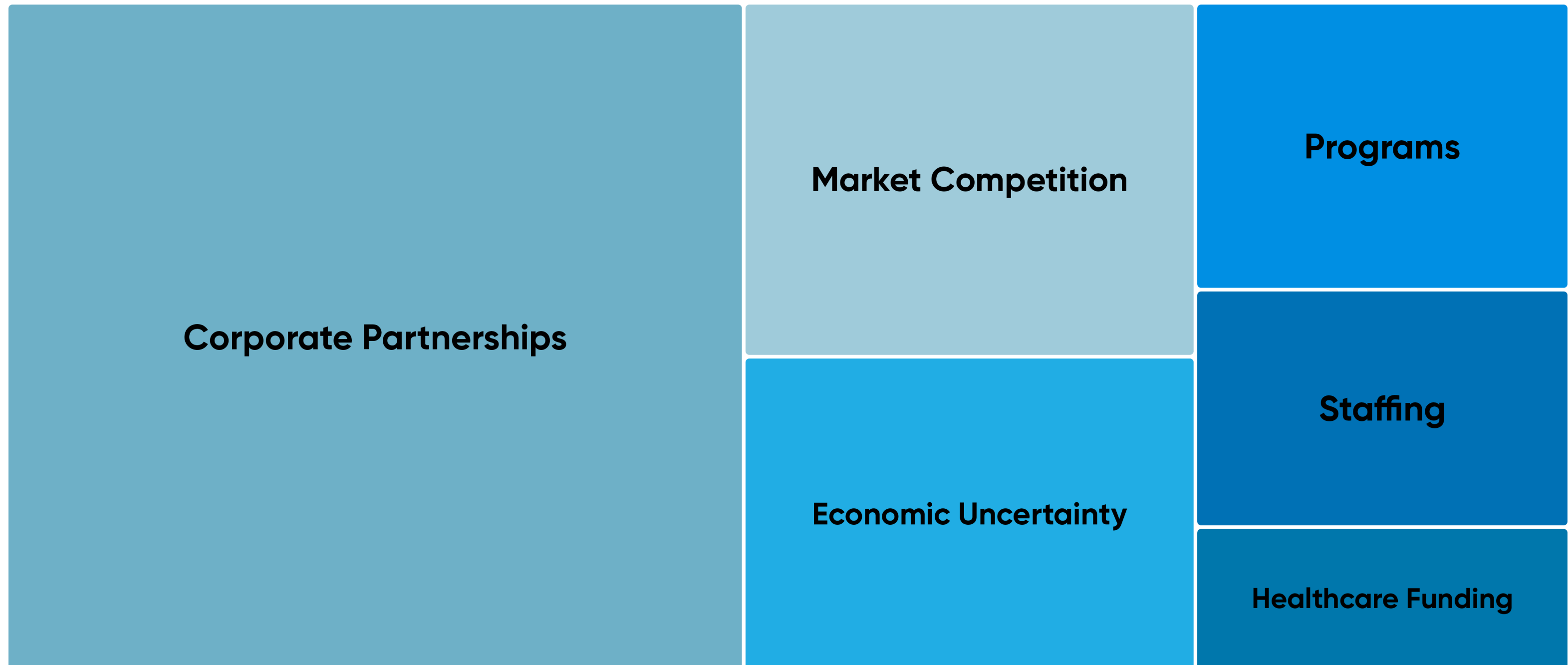
Please rank the following resources provided through your Children's Miracle Network partnership in order of importance to you and your team.

There is a clear top 4 resources that all received 27 or more first place votes.

YoY we saw National Meetings overtake Ideation and Program Development for 5th place.

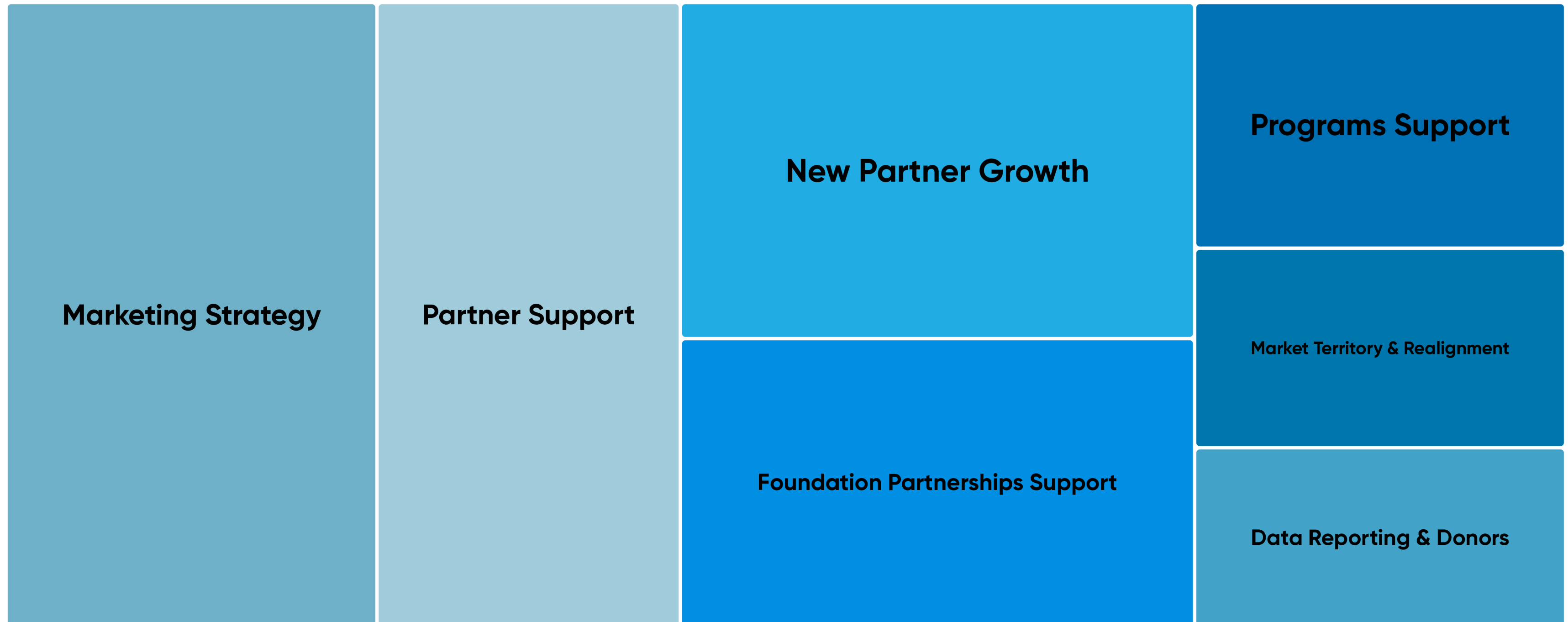
Risks & Challenges

As we strive to be strategic and proactive at mitigating risks to future fundraising success, are there any risks or challenges that you and your market are concerned about? (n=127)



Partnership

Do you have any suggestions on how to make the partnership with CMN more effective?
(n=127)



2027 Membership Fee Update

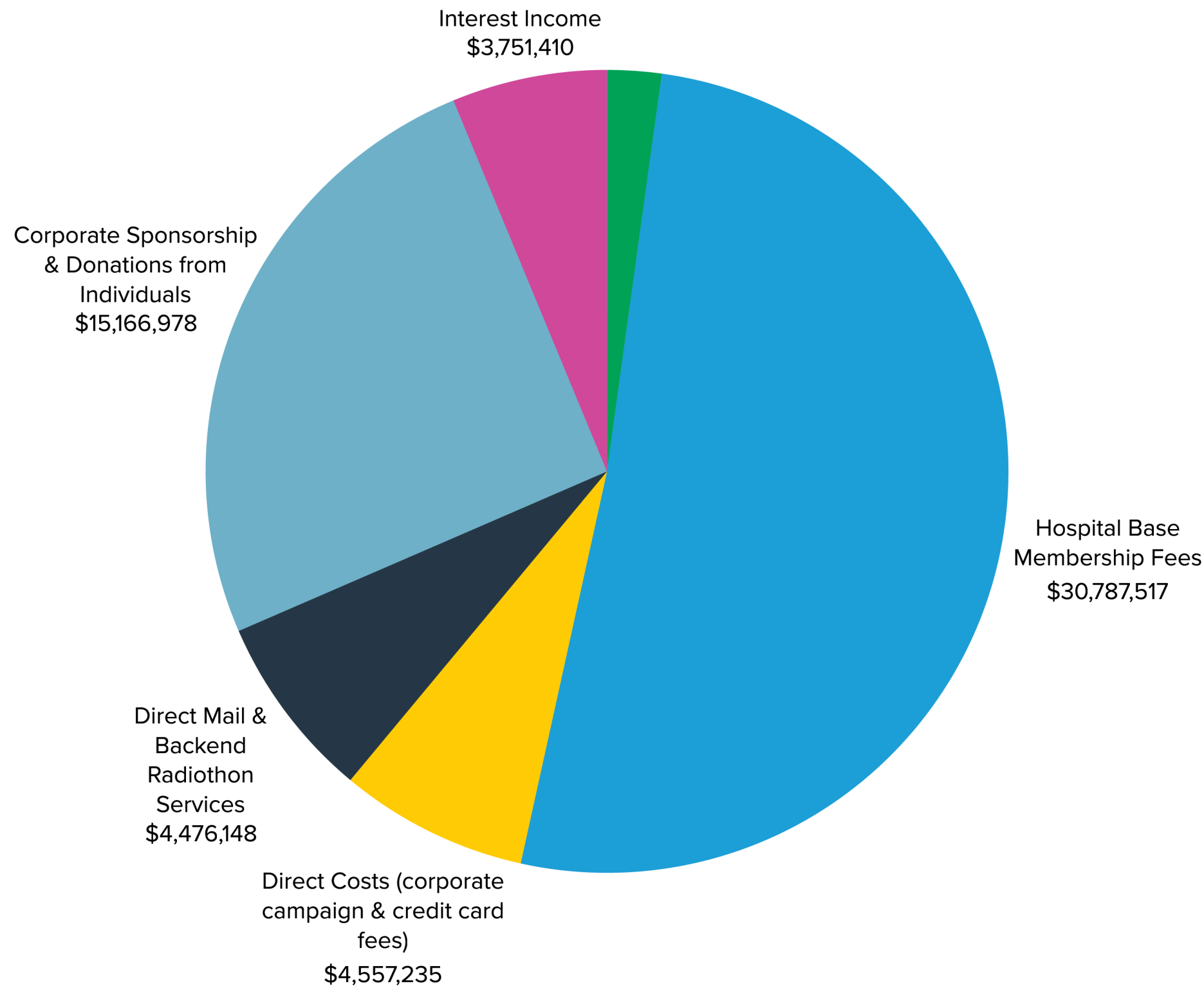
Frances Fu

Chief Financial and Growth Officer

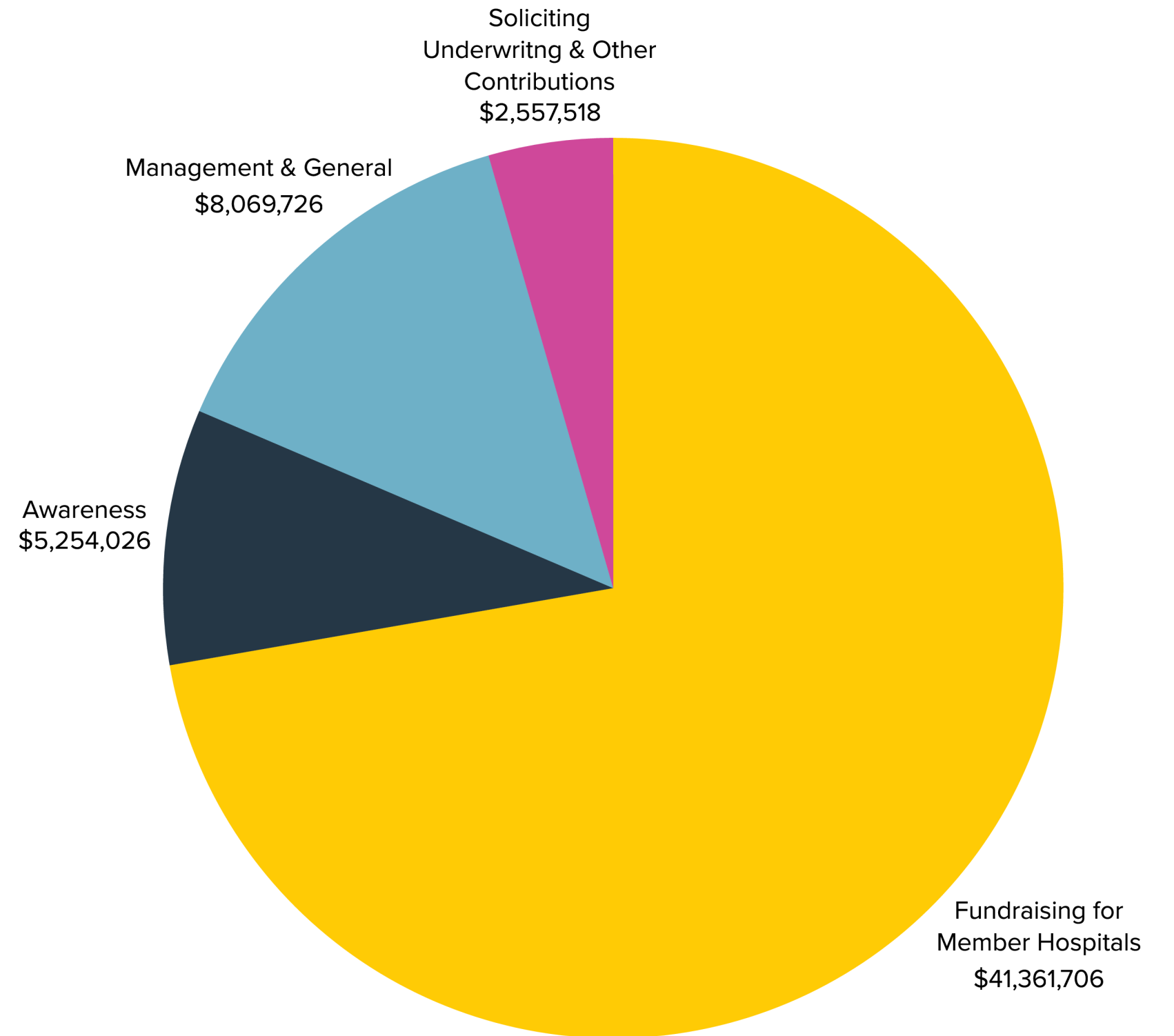
CMN Hospitals 2025 Sources and Use of Funds



Operating Source of Funds



Operating Use of Funds



Note: 2025 S&U based on preliminary unaudited financials.

CMN 2027 Membership Fee



Board of Trustees has approved a 5% Membership Fee increase (\$1.6 million)

- 5% increase applied to the 2026 base membership fee for all markets
- This \$1.6M increase allows CMN to keep up with current inflation and will be used to support operating expenses
- Areas of focus:
 - a. Corporate Stewardship
 - b. New Business Development
 - c. Continued hospital in-market support

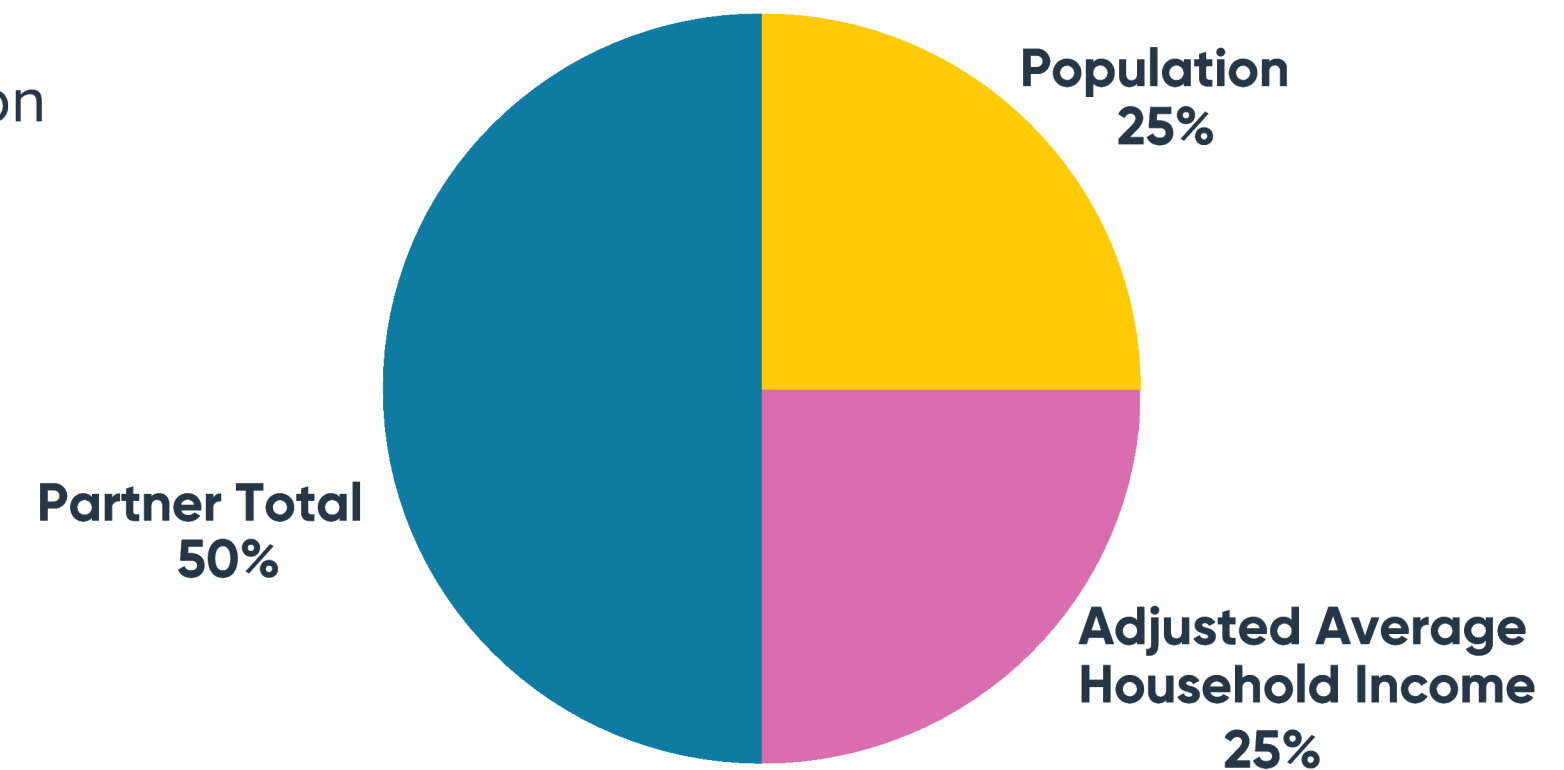
CMN Hospitals Membership Fee Model



Extension of the current 2023 Fee Model, developed for the 2019 Membership Fee

- **Population (25% of Membership Fee)**
 - Market Population ÷ National Population
- **Adjusted Average Household Income (AAHI) (25% of Membership Fee)**
 - Market AAHI adjusted in relation to National AAHI*
- **Partner Total (50% of Membership Fee)**
 - Market Fundraising from the following categories is weighted based on the portion of National Fundraising it represents**:
 - Corporate Partners
 - Radiothon
 - Dance Marathon
 - Extra Life

PARTNERSHIP MODEL BASE FEE FACTORS



*Market AAHI ÷ Cost of Living Index (COLI) = Market Adjusted AAHI; Market Adjusted AAHI ÷ National

Adjusted AAHI = AAHI Factor; AAHI Factor ÷ Number of US Markets

**Market Fundraising ÷ National Fundraising

CMN Hospitals Membership Fee

Communication and Approval Timeline

- Finance & Investment Committee Approval (April 2, 2026)
 - Board of Trustees Approval (April 13, 2026)
 - Update to CDO Advisory Subcommittee (April 13, 2026)
 - CMN Leadership Forum to Update Markets (June 3, 2026)
-
- Prepare and Communicate Individual Market Fee Updates (June 30, 2026)



Rondell

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Tetra-amelia Syndrome

2026 In-Kind Fundraising Update



Beginning in 2026, CMN updated its in-kind recognition policy to:

- Align more closely with Generally Accepted Accounting Principles (GAAP) standards
- Strengthen our credibility and comparability amongst peer charities
- Better reflect the true value of contributed goods, services, and media across the network, and
- Give a more accurate picture of the impact of our cause

This approach supports our broader mission and strategic goal of becoming the leading charity in children's healthcare.

2026 Fundraising Goals (No In-Kind)



US Pillar Fundraising	2025 Year-End Estimates	2026 Goals	2026 Goal vs. 2025 YEE (\$)	2026 Goal vs. 2025 YEE (%)
Corporate Fundraisers*	251,197,423	257,794,500	▲ 6,597,077	2.6%
Media Events*	33,905,193	34,600,000	▲ 694,807	2.0%
Campus Fundraisers	28,244,861	29,250,000	▲ 1,005,139	3.6%
Play Yellow	14,460,137	15,070,000	▲ 609,863	4.2%
Extra Life	11,351,303	11,600,000	▲ 248,697	2.2%
Direct Response	7,471,822	7,670,000	▲ 198,178	2.7%
Brand Launch- New Donated Media Advertising **	-	-	▲ -	100.0%
Less overlap between pillars***	(12,548,316)	(8,700,000)	▲ 3,848,316	(30.7%)
Total US Pillar Fundraising	334,082,423	347,284,500	▲ 13,202,077	4.0%
Total US Fundraising	376,946,511	381,449,400	4,502,889	1.2%
Total Canada Fundraising	74,418,689	76,635,100	2,216,411	3.0%
Total Network Fundraising	451,365,200	458,084,500	▲ 6,719,300	1.5%

*The organization is making updates to its in-kind recognition methodology beginning in 2026. For comparability between 2025 and 2026, we have adjusted the 2025 goals and year-end estimates for media events and corporate fundraisers in this report to reflect 2025 amounts pro forma for the 2026 in-kind recognition methodology. As a result 2025 goals and year-end estimates will not match those presented in other reports.

**In support of our new brand launch in 2026, we have established a brand target to secure \$20 million of donated advertising and media from our network. These in-kind contributions will be recognized as gift-in-kind revenue in accordance with our in-kind policies and will enhance the visibility and impact of our new brand within local communities.

***Overlapping credit has been removed when calculating total pillar fundraising amounts. For example, in the above chart, we have included a goal of \$1,261,500 to be donated by Corporate Partners through the Extra Life program. These amounts overlap (counted in both numbers) between the Corporate Partner and Extra Life pillars. These overlapping amounts have been removed when calculating total pillar fundraising and total network fundraising.

2026 Fundraising Goals (Includes In-Kind)



US Pillar Fundraising	2025 Results	2026 Goals	2026 Goal vs. 2025 YEE (\$)	2026 Goal vs. 2025 YEE (%)
Corporate Fundraisers*	263,782,283	268,000,000	▲ 4,217,717	1.6%
Media Events*	48,905,193	49,600,000	▲ 694,807	1.4%
Campus Fundraisers	28,260,174	29,260,000	▲ 999,826	3.5%
Play Yellow	14,579,104	15,070,000	▲ 490,896	3.4%
Extra Life	11,351,303	11,600,000	▲ 248,697	2.2%
Direct Response	7,471,822	7,670,000	▲ 198,178	2.7%
Brand Launch- New Donated Media Advertising **	-	20,000,000	▲ 20,000,000	-
Less overlap between pillars***	(12,667,283)	(8,700,000)	▲ 3,967,283	(31.3%)
Total US Pillar Fundraising	361,682,596	392,500,000	▲ 30,817,404	8.5%
Total US Fundraising	404,546,685	426,664,900	▲ 22,118,215	5.5%
Total Canada Fundraising	75,590,189	76,635,100	▲ 1,044,911	1.4%
Total Network Fundraising	480,136,874	503,300,000	▲ 23,163,126	4.8%

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QUESTIONS?

Thank You



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