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Enhancements to the Annual Report on Giving and Healthcare Philanthropy Performance Benchmarking Surveys

The Association for Healthcare Philanthropy (AHP) has been conducting a survey to produce its annual *Report on Giving* since the late 1990s. In 2005, AHP launched a separate, more robust performance benchmarking platform, designed to give our participants the opportunity to compare their performance against like-minded organizations. In 2013, AHP began to include data from both sources to produce its *Report on Giving*.

Starting with last year's data collection cycle, all data are collected via this common platform. It provides you with several advantages over our previous methods:

- For past participants, you can often see what was reported for your organization last year and some of your previous year's data have even been pre-populated in the new year for you.

- Once completed, you are immediately able to see your own organization's performance in terms of key industry metrics.

- Once the survey program is completed, you will be able to produce one or more pre-defined reports (depending on your subscription) utilizing custom comparison groups of your choosing. For subscribers to the Basic or Advanced Benchmarking Service, your access will feature more robust reporting.

Important Notes Before You Begin Data Input

- You may choose the level of reporting you wish to contribute each year:
  - ROG MINI SURVEY REPORTING – Includes the minimum requirements to develop overall industry benchmarks such as:
  Total Cash, Total Production, Summary Fundraising Expenses, Number of Direct and Indirect Fundraising Full Time Employees, Number of Donors, and Net Patient Service Revenue (US), Gross Operating Revenue (Canada)
  - FULL SURVEY REPORTING – Collects additional data that can inform performance by fundraising program: The more data reported the better, but this full survey does require detailed fundraising data to be reported as well as an option to report summary or detailed expense data. *We encourage you to report as much as you are able to provide of* Endowments & Campaigns, Gifts Received and Expected, Constituency Giving, Gifts by Program (i.e., Major Gifts, Corporate Gifts, Special Events), and Program Emphasis. *Not all parts of all sections are required.*

- If you choose to delegate survey completion to one or more staff members, please be sure to assign a team leader to oversee the process. In order to garner accurate, reliable, and complete information, it is very important that your team leader, as a member of the decision-making team, work with your assigned data gatherer(s) to ensure that appropriate resources are being accessed and reliable data is being reported. Please review the completed survey for accuracy before submitting.

- Please refer to the following pages to find the detailed *Tool Kit* (that outlines every question in the Survey and provides additional support contacts), the Glossary of Terms, and the Navigation details. Portions of the Standards Manual can be found in the Downloads section of the site to aid in the

completion of the survey. Also, wherever you see a term underlined throughout the survey, you may hover over it to see a pop-up definition for the item.

Policies Regarding This Survey

As a participating organization, we ask that you complete the survey data for your organization annually. The information provided will remain confidential - your organization's data will not be shared with other participating organizations. The name of your organization will be listed in the program, but will not be linked directly to your organization's data relative to the database operation. An exception to this lies within the operation for Data Share Groups, which can operate on this platform provided they adhere to all benchmarking best practices as determined by the Federal Trade Commission and Department of Justice for information exchanges.

AHP retains a royalty-free, worldwide, perpetual, irrevocable, non-exclusive license with full rights to sublicense, use, analyze, reproduce, distribute, modify, publicly perform, and publicly display the fundraising data as necessary to utilize fully the database in any manner and for any purpose so long as the fundraising data is not used in a form that identifies the participating organization. AHP will develop work product in connection with this service, including data collection, analysis, report writing, creation of graphs, charts and learning tools.

If you have any questions or comments, please contact AHP at **surveys@ahp.org** or by phone at 703-532-6243.

These policies are subject to change.

Completing this survey will be more efficient if you keep the following general points in mind:

- This site employs **Survey Status** check boxes, which you will find at the top of the survey. These status boxes enable us to monitor survey program progress. You cannot begin data entry until you have checked the box indicating you will complete the survey. **Note**: You must check the status box indicating that your survey is Completed when you are done, and you need to do this before the survey deadline. Surveys that aren't marked Completed cannot be used. **If you are not going to participate in this survey, please check the status box so indicating in order that we can exclude you from additional survey-related mailings this year.**

- **Do not use your browser's Back or Forward buttons without first saving your work** or you will lose any data entered since the last save.

- Save your work by hitting one of the **SAVE** buttons at the bottom of each survey web page.

- You may return to a survey section as often as needed to edit or complete it until the **survey deadline** has been reached. You will not be able to save changes after the deadline, although you will still be able to view and print surveys. Contact us if you need to make changes to a survey after the deadline has been reached or if you need an extension.

- Numeric and currency fields may have an expected range of values based on past survey results or general knowledge. If you enter a value that falls outside these expectations, you will receive a pop-up warning message **when you move the cursor out of the field**. If you receive such a pop-up warning message, it applies to the field you just left. You should review that field and adjust its value if incorrect. If your value does in fact fall outside the expected range, you may keep it and it will be saved when you save the page.

- Use your mouse or your tab key to **move your cursor** between fields. Your tab key will behave more or less efficiently for you depending on the machine and browser you are using. Experiment!

Preparing for AHP's Annual Report on Giving Survey

The purpose of this Tool Kit is to familiarize you with the AHP Performance Benchmarking platform, which is used to gather AHP's annual *Report on Giving* survey data.

Contents

One of AHP's strategic objectives is to provide one repository for health care organizational fundraising performance data (i.e. net fundraising revenue, cost to raise a dollar, return on investment) with one survey and one database.

By completing the survey each year, you are ensuring that your organization's data will be included in the online database. This secure online database will respect your organization's confidentiality with data presented in the aggregate as we have always done with the annual *Report on Giving*. AHP will continue to publish the AHP *Report on Giving* and provide it for free to organizations completing the survey.

To learn more about the various tools available and to determine what is best for your organization, visit the AHP website at www.ahp.org/reportongiving or contact AHP at ahp@ahp.org; 703-532-6243.

Your Support Team

AHP is pleased to provide you with the following Support Team for this project:

Survey Content Questions:	Email: info@associationresearch.com Call: Michael Egart, (240) 628-1262, ext 101.
Survey Contact Updates or Enrollment:	Email: surveys@ahp.org Call: AHP, (703) 532-6243.
Technical Questions about Site:	Email: help@peerfocus.com
Complicated Questions on Reporting Survey Data:	Email: info@associationresearch.com. If the question requires an end-user to assist, your question will be forwarded to AHP's Performance Benchmarking Task Force for response. You will also have access to the *AHP Standards Manual* within the platform, as well as access a Glossary of Terms.

Survey At-A-Glance:

- You will be asked to select one of two reporting options: the Mini Survey (ROG Mini Survey) or the Full Survey. Your decision will determine the quality of information you receive on your own organization's performance metrics*. **See Page 8 of this Tool Kit for more information on reporting levels.***

  ROG Mini Survey:
  - One screen that includes the following:
    - Organization Type
    - Number of Staffed Beds
    - Revenue Measure (Net Patient Service Revenue (US) or Gross Operating Revenue (Canada)
    - Expenses by Direct HR, Indirect HR, and Operational/Overhead
    - Number of Staff (FTE) Direct and Indirect
    - Total Cash and Total Production (including Previous Year Production, as needed)
    - Number of Gifts Received, and Number of Donors

  Full Survey: Organizations who choose this option are required to report data in certain sections – see notes below. Also noted below with a red asterisk are the sections that are similar to that which were reported in the old Report on Giving Survey.
  - ******Section A: Basic Information about your Organization *(required)*
  - Section B-D Expenses that can be reported in *****Summary or Detail *(one option or the other is required)*
  - *****Section E: Gifts Received/Expected *(required)*
  - Section F: Endowment & Campaigns
  - Section G: Constituency Giving
  - Section H: Major Gifts, Planned Giving, Annual Fund, Special Events
  - Section I: Program Emphasis
  - *****Section J: Use of Funds

- The survey questions conform to the reporting standards published in the *AHP Standards Manual for Reporting and Communicating Effectiveness in Health Care Philanthropy*.
- The survey is open for data collection from the week of **April 2 through June 29**.
- You may need input from more than one person in your office to complete different sections of the survey.
- The name of your organization will be listed as having submitted data and will be visible in the new online database directory. (Learn more about the online database at www.ahp.org/reportongiving)
- All data will remain confidential and be presented in the aggregate for the report and in the online database. (Learn more about the online database at www.ahp.org/reportongiving)
- Only AHP, ARI, and Peerfocus will have access to organization-specific data.
- By completing the survey, you will receive a free copy of the AHP Report on Giving (a $495 savings).

Why You Need to Complete This Survey:

You know the importance placed on performance metrics in your organization. It's not surprising that many are seeing its potential in philanthropy as well, and are asking for it. We truly believe that organizations that fail to adopt these tools will struggle in the future. Providing your organization's data allows AHP to report on total funds raised by nonprofit hospitals and health care institutions in the United States and Canada each year (this data also is shared with Giving USA for its annual report). This crucial figure demonstrates the impact of philanthropy on the health of our communities and the importance of your work and of the profession as a whole.

Submitting data and using performance metrics can help you build a road map for your foundation or development office by helping you use comparison data to evaluate:

- The number and types of fundraising programs you need to reach your organization's fundraising goals.
- The number of direct and indirect staff you'll need for each program.
- Which programs to expand based on net fundraising returns, cost to raise a dollar and return on investment.
- How to measure success and determine underperforming programs.
- What successful organizations look like so you can plan for future growth (i.e. number of programs, staff size, total production).

Checklist:

Before getting started, we recommend that you collect the following documents and key information prior to submitting your survey data. Having this information at hand will make it easier to answer the survey questions. Keep in mind that the survey is collecting data based on one fiscal year creating a "snapshot" of resources used to generate fundraising dollars.

Documents:
- ☐ Current and Previous fiscal year IRS Form 990 (U.S.) and CRA Form T3010 (Canada)
- ☐ Current year audited financial statement of the health care entity your organization supports
- ☐ Current and past fiscal year total funds raised (cash and production) report
- ☐ Consolidated Statements of Operations and Changes in Net Assets for the hospital or health system (U.S.)

Key information based on your most recently completed fiscal year:
- ☐ Number and total value of cash and pledges of gifts $9,999 and under (Annual Gifts)
- ☐ Number and total value of cash and pledges of gifts $10,000 and above (Major Gifts)
- ☐ Number and total value of cash and pledges from corporations (including matching gifts) or foundations
- ☐ Campaign gifts and pledges for Annual Giving and Major Gifts as appropriate
- ☐ Planned gifts reported at current market value (planned gift commitments and expectancies, matured planned gifts and bequests, deductible portion of charitable gift annuities)
- ☐ Gross special event income (including special event corporate sponsorships)
- ☐ Government grants
- ☐ Number of direct FTE fundraising staff
- ☐ Number of indirect FTE fundraising staff
- ☐ Total compensation of all direct fundraising staff (exclude compensation devoted to non-fundraising activities)
- ☐ Total compensation of all indirect fundraising staff (exclude compensation devoted to non-fundraising activities)
- ☐ Total operational expenses (overhead expenses)
- ☐ Distribution of current year funds (see Q9, page 14 of the Tool Kit for list of distribution categories)

Please refer to the *AHP Standards Manual*, the Glossary of Terms, or review definitions via hover-over help balloons throughout the Survey platform.

Key Concepts:

The AHP Report on Giving Survey collects data based on your organization's fundraising performance in one fiscal year, or one 12-month period. The data is used to measure organizational performance and is not a financial accounting tool.

Regardless of how you categorize program revenue in your own shops, AHP provides definitions for each fundraising program to provide reliable programmatic comparison data, for example:

- Cash and pledges from individuals of gifts $9,999 or less are reported as Annual Gifts
- Cash and pledges from individuals of gifts $10,000 and above are reported as Major Gifts

AHP's peer-established reporting standards, definitions and metrics as published in the *AHP Standards Manual* adhere to the following regarding fundraising revenue and expenses:

- Provide a thorough accounting of <u>all</u> revenue resulting from <u>direct</u> fundraising activity.
- Calculate and <u>attribute</u> all expenses to <u>direct</u> fundraising activity.

Accurate reporting requires organizations to include <u>all</u> fundraising expenses, *even if the foundation or fundraising department is not responsible for covering those expenses*.

AHP reports three common metrics that are considered dashboard indicators of results for any given year (fiscal or calendar) or averaged over a five to 10-year period for more comprehensive reporting. They include Return on Investment (ROI), Cost to Raise a Dollar (CTRD) and Net Fundraising Returns.

To provide a thorough accounting of fundraising revenue, AHP reports fundraising revenue in two categories:

- Cash - represents the dollars available for immediate use by organization.
- Production - provides a more accurate measure of total fund-raising (such as a pledge). A pledge is a promised amount to be received.

The ROG Mini Survey

1. Contacts
Please provide contact information regarding your survey

	First and Last Name	Email Address
Whom should we contact if we have a question about your responses to this survey?		
Reported Prior Year		
Whom should we list in a new electronic directory for other organizations to contact in order to share best practices and data?		
Reported Prior Year		

WHY WE ASK THIS QUESTION:
This information helps to ensure we have the right survey contact person in different organizations.

2. Organization Type
Are you reporting on a single healthcare entity or a system of healthcare entities?
Your answer will unlock the relevant fields below for you.

	Organization Type	Specialty Type (Single Entities only)	Number of Staffed Beds
Reporting on a	System of Healthcare Single healthcare entities		
Reported prior year			

WHY WE ASK THIS QUESTION:
AHP reports data in multiple ways, including data reported at a system level as opposed to a single foundation raising money for a single health care institution. System operations vary and we ask you to describe your development operation based on the criteria listed below. If you are a headquarters of a system raising funds for multiple entities, then you have the option to report your data as a single system (complete one survey) or to report separate data for each entity within your system (complete multiple surveys).

AHP reports performance metrics including net fundraising revenue, cost to raise a dollar and return on investment based on the type of organization for which you raise money.

3a. Revenue Measure: Net Patient Service Revenue (required if US-based organization)
HINT: Net patient service revenue is listed on the Consolidated Statements of Operations and Changes in Net Assets for the hospital or health system.

	$US	Reported prior year
a.Net patient service revenue		

3b. Revenue Measure: Gross Operating Revenue (required if Canadian-based organization)

	$CN	Reported prior year
Gross Operating Revenue		

WHY WE ASK THESE QUESTIONS:
The AHP *Report on Giving* provides data and analysis that compares fundraising performance based on the size of the organization for which you raise funds. One way to capture this information is by looking at the net patient service revenue of the health care entity supported (in the U.S.) or by looking at the gross operating revenue of the health care entity (in Canada).

4. Fundraising Expenses and Staffing

a. Expenses - If you cannot provide a breakdown of expenses by the 3 categories indicated, enter Total Fundraising Expenses in row 4 alone.

* Exclude compensation devoted to non-fundraising activities. For example, a foundation CEO who spends 20% of his time on hospital administration/operations should have 80% of his compensation included below in line 1.

	Dollars	Reported Prior Year
a. * Direct Human Resources (Combined Fundraising Compensation)		
b. * Indirect Human Resources (Combined Fundraising Compensation)		
c. Operational Expenses/Overhead (rent, equipment, supplies, consultants, etc.)		
d. Total Fundraising Expenses		

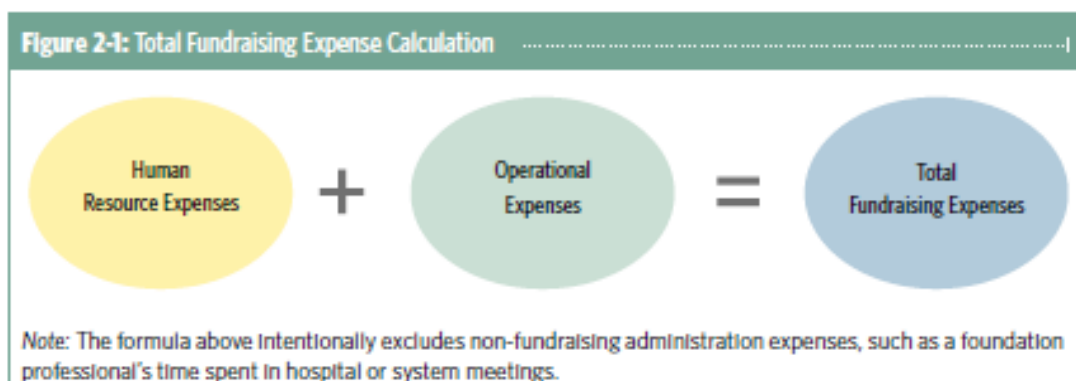|	Full-Time Equivalent	Reported Prior Year
e. Number of FTE Direct Fundraising Staff		
f. Number of FTE indirect Fundraising staff		

WHY WE ASK THIS QUESTION:

This question captures your fundraising expenses from direct fundraising activity. AHP's peer-established reporting standards, definitions and metrics as published in the *AHP Standards Manual* adhere to the following regarding fundraising expenses:

- Calculate and attribute all expenses to direct fundraising activity.
- Accurate reporting requires organizations to include all fundraising expenses, ***even if the foundation or fundraising department is not responsible for covering those expenses.*** AHP calculates Total Fundraising Expenses as the sum of your total human resources expenses and your operational expenses.

Human resource expenses include combined compensation (including salaries, benefits, and bonuses) for both direct and indirect staff members.

Operational Expenses, or overhead, are the non-labor expenses that are associated with fundraising. AHP requires organizations to include operating expenses even if the foundation or fundraising department is not responsible for covering those expenses. As in the direct and indirect human resources, these expenses funnel directly into the performance benchmarks. Examples include: Professional Fees (e.g., legal, accounting); Contracted Services (e.g., consulting); Travel, Dues, Subscriptions; Rent/Occupancy; and Supplies.

AHP calculates Total Fundraising Expenses as the sum of your total human resources expenses and your operational expenses as shown below. You must include all fundraising expenses, ***even if the foundation or fundraising department is not responsible for covering those expenses***. You exclude expenses devoted to non-fundraising activities.

Figure 2-1: Total Fundraising Expense Calculation

Human Resource Expenses + Operational Expenses = Total Fundraising Expenses

Note: The formula above intentionally excludes non-fundraising administration expenses, such as a foundation professional's time spent in hospital or system meetings.

Source: *AHP Standards Manual*

A foundation CEO who spends 20% of his time on hospital administration/operations would report 80% of his compensation.

A part-time employee who was employed for half the reporting year and the position remained unfilled for the remainder of the year would report 50% of his part time total compensation.

WHY WE ASK THIS QUESTION:
Year after year of analysis has shown that the number of FTEs that an organization employs has a direct impact on the total dollars raised. AHP provides performance metrics based on FTEs including net fundraising revenue, return on investment, cost to raise a dollar and funds raised per direct and indirect FTE. Direct fundraising staff include individuals who have direct fundraising responsibilities.
Indirect fundraising staff are individuals who are not responsible for field-related fundraising activities. These staff members generally have roles that indirectly support the fundraising efforts.

HOW TO CALCULATE FTEs:
A common definition of a full time equivalent employee is the ratio of the total number of paid hours during a period (part time, full time) by the number of working hours in that period Mondays through Fridays. The ratio units are FTE equivalent employees working full-time. In other words, one FTE is equivalent to one employee working full-time.

For example: You have three employees and they work 50 hours, 40 hours, and 10 hours per week in direct fundraising activities – totaling 100 hours. Assuming a full-time employee works 40 hours per week, your full time equivalent calculation is 100 hours divided by 40 hours, or 2.5 FTE.

EXAMPLES OF DIRECT FTEs:
Direct Fundraising Staff are individuals on the front lines of fundraising. Examples include:
- System/Entity CDO
- Vice President — Director of Development
- Annual Giving Professionals
- Major Gifts Professionals
- Campaign Professionals
- Planned Giving Professionals
- Special Events Professionals
- Public Support Professionals
- Grant Writers (public and private)
- Corporate and Foundation Relations Professionals
- Prospect Researchers
- Thrift Shop Managers
- Gift Shop Managers

Source: *AHP Standards Manual* pages 10-11.

EXAMPLES OF INDIRECT FTEs:

Indirect Fundraising Staff are individuals who are not responsible for field-related fundraising activities. These staff members generally have roles that indirectly support the fundraising effort. Examples include:

- System/Entity CDO Support Staff
- Vice President — Director of Development Support Staff
- Annual Giving Support Staff
- Major Gifts Support Staff
- Writers (general)
- Planned Giving Support Staff
- Special Events Support Staff
- Public Support Staff
- Public Relations Staff
- Marketing Staff
- Finance Staff (including CFO)
- Operations Staff
- Information Technology Staff
- Gift Receipting Staff
- Data Management Staff
- Data Analysis Staff
- Human Resources Staff
- Development Coordinator
- Administrative Assistant
- Clerical Support

Source: *AHP Standards Manual* pages 10-11.

5. Fundraising Results

If your organization did not participate last year, please enter prior year Total Production results too.

	2017	2016
a. Total Cash		
b. Total Production		
c. Total Number of Gifts Received		
d. Total Number of Donors		

	2016
e. Total Production in 2016 if not displayed in 2016 column, row 2 above.	

WHY WE ASK THIS QUESTION:

This question captures your fundraising revenue from direct fundraising activity. AHP's peer-established reporting standards, definitions and metrics as published in the *AHP Standards Manual* adhere to the following regarding fundraising revenue:

- Provide a thorough accounting of all revenue resulting from direct fundraising activity.

Total cash includes the current market value of outright gifts (made in any form) plus current-year payments of pledged amounts from prior years, planned gift maturities, bequests and marketable securities.

The Full Survey

Section A: Basic Information about Your Healthcare Entity or System

1. Contacts
Please provide contact information regarding your survey

	First and Last Name	Email Address
Whom should we contact if we have a question about your responses to this survey?		
Reported Prior Year		
Whom should we list in a new electronic directory for other organizations to contact in order to share best practices and data?		
Reported Prior Year		

WHY WE ASK THIS QUESTION:
This information helps to ensure we have the right survey contact person in different organizations.

2. Fiscal Year
For what fiscal year are you reporting data in this survey?

	Month	Year
Fiscal year ending		
Reported prior year		

WHY WE ASK THIS QUESTION:
The AHP *Report on Giving* provides trend data based on your organization's performance in one fiscal year, or one 12-month period. Since not all organizations are on the same fiscal year, we ask that you complete this survey based on data from your *most recently completed fiscal year*.

3. Organization Type
Are you reporting on a single healthcare entity or a system of healthcare entities?
Your answer will unlock the relevant fields below for you.

	Organization Type
Report on	System of Healthcare Single healthcare entities
Reported prior year	

WHY WE ASK THIS QUESTION:
AHP reports data in multiple ways, including data reported at a system level as opposed to a single foundation raising money for a single health care institution. System operations vary and we ask you to describe your development operation based on the criteria listed below. If you are a headquarters of a system raising funds for multiple entities, then you have the option to report your data as a single system (complete one survey) or to report separate data for each entity within your system (complete multiple surveys).

If you are a part of a system, you will be asked to describe your operation as:
1. A foundation or development department that is part of a larger System, but raising funds on behalf of a single entity
2. An independent foundation working on behalf of a single entity
3. A development department within a single entity's structure
4. The headquarters of a system raising funds for multiple entities

4. Specialty Type

a. Single Entity Only

Please identify the specialty type of your healthcare entity and its total number of staffed beds

	Type	Number of staffed beds
Entity Type		
Reported prior year		

b. System Only

Please report the total number of entities in your system by specialty type, the number of each type for which you raise funds, and the combined number of staffed beds per type.

If you are not able to report in detail, report totals in row k.

	Number of Entity Type	Reported Prior Year	Number for Which Funds Are Raised	Reported Prior Year	Number of Staffed Beds	Reported Prior Year
a. Tertiary hospital						
b. Academic/teaching hospitals						
c. Long-term/rehabilitation						
d. Home care/hospice						
e. Children's hospital						
f. Community hospital						
g. Psychological care						
h. Outpatient clinic/ambulatory care						
i. Other specialty hospitals						
j. Other program						
k. Total						

	Number	Reported prior year
l. In how many states/provinces is your healthcare system located?		

WHY WE ASK THIS QUESTION:

AHP reports performance metrics including net fundraising revenue, cost to raise a dollar and return on investment based on the type of organization for which you raise money.

5. Net Operating Revenue

What was your healthcare entity's or system's net operating revenue for the reporting year?

If you cannot provide the breakdown in rows a. and b., enter the total in row c

	$US	Reported Prior Year
a. Net Not-For-Profit Operating Revenue		
b. Net For-Profit Operating Revenue		
c. Total Net Operating Income		

6. Net Patient Service Revenue (required if US-based organization)

HINT: Net patient service revenue is listed on the Consolidated Statements of Operations and Changes in Net Assets for the hospital or health system.

	$US	Reported prior year
a. Net patient service revenue		

b. Net Patient Service Revenue Calculation Method	
Reported prior year	

7. Gross Operating Revenue (required if Canadian-based organization)

	$CN	Reported prior year
Gross Operating Revenue		

WHY WE ASK THESE QUESTIONS:

The AHP *Report on Giving* provides data and analysis that compares fundraising performance based on the size of the organization for which you raise funds. One way to capture this information is by looking at the net patient service revenue of the health care entity supported (in the U.S.) or by looking at the gross operating revenue of the health care entity (in Canada).

8. Fundraising Structure
a. Required if a Single Entity

		If Yes, Type of Structure	Years Under This Model
Are you part of a system?			
Reported prior year			

b. Required if a System

Which of the following models best describes the way your health system's development operation is currently structured?

	Structure	Years Under This Model
	- Centralized - Decentralized - Hub and Spoke - Other	
Reported Prior Year		

b. If Other, please describe:	
Reported prior year	

WHY WE ASK THESE QUESTIONS:

The AHP *Report on Giving* provides data and analysis that compares fundraising performance based on the structure of the development operation. Definitions of the above categories can be found in the *AHP Standards Manual* in the "Downloads" section of the Survey.

9. Fundraising Expense Budget

What was the total [combined] fundraising expense budget for your entity or system development operation (as reported on your financial statements) for the reporting year?

	$	Reported prior year
Fundraising expense budget		

10. Funding Relationship

Please select the option below that best describes your fundraising operation's funding relationship with the healthcare entity.

		If Partially Funded, What "x" Percentage?
Funding Relationship	Self-funded Fully paid for by the healthcare system Partially funded at x percentage Other	
Reported prior year		

WHY WE ASK THIS QUESTION:

AHP requires organizations to report all fundraising expenses, *even if the foundation or fundraising department is not responsible for covering those expenses.*

Reporting Fundraising Expenses:

At this point you may opt to change your level of reporting to contribute detail or summary data for expenses:

		Reported Prior Year
We are going to report fundraising expenses in...	○ Detail ● Summary only	Detail

If you select "Summary only," you will see the following, where you will be able to indicate the number of FTEs for each expense category:

	Combined Fundraising Compensation	Reported Prior Year	Number of FTEs	Reported Prior Year
1. Direct Human Resources				95.00
2. Indirect Human Resources				52.00
3. Operational Expenses/Overhead (rent, equipment, supplies, consultants, etc.)				
4. Total Fundraising Expenses				

If you select "Detail," you will be shown the next section of the Survey.

Section B: Direct Human Resources

1. FTE Direct Fundraising Staff
- Please indicate the number of **Full-Time Equivalent (FTE) direct fundraising (FR) staff** in each fundraising department, their combined tenure within the fundraising position at the reporting organization, and the total value of their compensation (including salary, benefits, bonuses, and incentive). Next, estimate the percentage of their total time spent on each listed activity (including management and non-fundraising administration).
- The percentage columns are designed to force 100%. The last column, on non-FR Administration, will automatically adjust to keep the total across all percentage columns at 100%.
- Compensation data will remain confidential. Only AHP staff, ARI staff managing the survey program, and AHP's database administrator, Peerfocus, will have access to these data and survey results will be presented only in such ways as to protect confidentiality.

- If at all possible, please report Major Gifts and Corporate/Foundation Gifts separately. If you are unable to break them out, however, you may now report them combined in the adjacent column.
- **FOR ADVANCED REPORTERS:** In order to simplify the survey, **Thrift Shop Manager**, **Gift Shop Manager**, and **Other 2** have been merged into **Other** (formerly called Other 1) starting in 2017 (reporting for FY 2016). Those previous years' percentages, Numbers of Staff, Combined Compensation, and Combined Tenure for Thrift Shop Manager, Gift Shop Manager, and Other 2 were added to Other.
- If you reported percentage allocations last year, they have been copied to this year and you only need to update them where there has been change.

A partial sample of the entry screen follows:

	Number of FTE Direct FR Staff	Prior Year FTE Direct FR Staff	Combined Tenure In the Position	Combined Compen- sation	Annual Gifts %	Major Gifts %	Corp./Fdn. Gifts %	OR Major & Corp./Fdn. Combined	Planned Giving %	Public Support %	Special Events %	Other Fund- raising %	FR Admin- istration %	Non-FR Admin- istration %
a. Entity/System Chief Development Officer														100.0
b. Vice President – Director of Development														100.0

Section C: Indirect Human Resources

1. FTE Indirect Fundraising Staff

- Please indicate the number of **Full-Time Equivalent (FTE) INDIRECT fundraising (FR) staff** in each fundraising department, their combined tenure within the fundraising position at the reporting organization, and the total value of their compensation (including salary, benefits, bonuses, and incentive). Next, estimate the percentage of their total time spent on each listed activity (including management and non-fundraising administration).
- The percentage columns are designed to force 100%. The last column, on non-FR Administration, will automatically adjust to keep the total across all percentage columns at 100%.
- **Compensation data will remain confidential.** Only AHP and Association Research Inc. staff and the database administrator, Peerfocus, will have access to these data and survey results will be presented only in such ways as to protect confidentiality.
- If at all possible, please report Major Gifts and Corporate/Foundation Gifts separately. If you are unable to break them out, however, you may now report them combined in the adjacent column.
- **FOR ADVANCED REPORTERS**: In 2017 (for FY 2016), **Other 1** and **Other 2** were merged into **Other**, **Data Analysis** and **Data Management** were merged, and **Clerical** and **Administrative Assistants** were merged. Those previous years' percentages, Number of Staff, Combined Compensation, and Combined Tenure were combined following the pattern described above.
- If your organization participated last year, numbers of incumbents and percentage allocations by functional area have been copied over to this new year's survey as a labor saver. **Please update them as necessary.**

A partial sample of the entry screen follows:

	Number of FTE Indirect FR Staff	Prior Year FTE Indirect FR Staff	Combined Tenure In the Position	Combined Compen- sation	Annual Gifts %	Major Gifts %	Corp./Fdn. Gifts %	OR Major & Corp./Fdn. Combined	Planned Giving %	Public Support %	Special Events %	Other Fund- raising %	FR Admin- istration %	Non-FR Admin- istration %
a. Entity/System Chief Development Officer Support	21.00		80.00		5.0	20.0	15.0				15.0		20.0	25.0
b. Vice President – Director of Development	2.00		6.00	|	5.0	25.0	15.0		5.0		20.0		10.0	20.0

Section D: Non-Labor Operational Expenses
1. Non-Labor Expenses for Fundraising

Please report the **non-labor expenses** that are associated with fundraising. Next estimate the percentage of that expense that is allocated to each fundraising activity.

- **Please include operating expenses even if your foundation or fundraising department is not responsible for covering those expenses.**
- This table will force your entries in a row to equal 100%. "Non-FR Administration %" will automatically contain whatever value is necessary to make the sum of all items in a row equal 100%.
- If your organization participated last year, numbers of incumbents and percentage allocations by functional area have been copied over to this new year's survey as a labor saver. **Please update them as necessary.**

A partial sample of the entry screen follows:

	Expense $	Prior Year Expenses $	Annual Gifts %	Major Gifts %	Corp./Fdn. Gifts %	OR Major & Corp./Fdn. Combined	Planned Giving %	Public Support %	Special Events %	Other Fund-raising %	FR Admin-Istration %	Non-FR Admin-Istration %
a. Professional Fees, (e.g., legal, accounting)			15.0	25.0	15.0		5.0	5.0	25.0		5.0	5.0
b. Contracted Services (e.g., consulting)				60.0	10.0		5.0	5.0	20.0			0.0
c. Rent/ occupancy (hover for help on estimating if			10.0	40.0	15.0		5.0	15.0	10.0		2.5	2.5

Section E: Gifts Received/Expected

1. Number of Gifts and Value of Funds

Please report the total number of gifts received and the total value of funds raised by fundraising activity. Please include campaign gifts under the applicable activity area - if you do not report your campaign gifts by activity area, contact AHP for further assistance. Please count each gift only ONCE, do NOT count gifts reported in previous years, and please read ALL notes before responding.

If you have questions about terms below, see Page 20 of this Tool Kit, or download and view the Glossary of Terms or the *AHP Standards Manual* within the survey website.

Note that the table below is scroll-able and has a total of 28 rows available for data entry.

	Number of Gifts	Prior Year	Value of Total Gifts Received or Expected	Prior Year
ANNUAL GIFTS: gifts ranging between $1 and $9,999				
1. Annual gifts (outright gifts)				
---a. Number of annual gifts ranging between $1,000 and $9,999				
2. Annual gift pledges and letters of intent secured				
3. Annual gift pledge payments				
MAJOR GIFTS: gifts of $10,000 or more				
4. Major gifts (outright gifts)				
5. Major gift multi-year pledges and letters of intent secured				
6. Major gift pledge payments				

Continued next page

CORPORATE AND FOUNDATION GIFTS: gifts of any value				
7. Corporate gifts (outright gifts)				
8. Corporate matching gifts (do not include originating portion from individuals)				
9. Corporate pledges and letters of intent secured (excluding matching gift pledges)				
10. Corporate matching gift pledges and letters of intent secured (do not include originating portion from individuals)				
11. Corporate pledge payments (excluding matching gift pledge payments)				
12. Corporate pledge payments on matching gift pledges (do not include originating portion from individuals)				
14. Foundation pledges and letters of intent secured				
15. Foundation pledge payments				
PLANNED GIVING: gifts of any value				
16. Planned gift commitments and expectancies				
17. Matured planned gifts and bequests				
18. Charitable gift annuities (deductible portion only)				
GOVERNMENTAL GRANTS: gifts of any value				
19. Public support				
20. Public support pledges and letters of intent secured				
21. Public support pledge payments (net of previous years' payments)				
SPECIAL EVENTS: Gross				
22. Gross fundraising special event income (include special event corporate sponsorships)				
23. Gross fundraising special event pledges and letters of intent secured				
24. Gross fundraising special event pledge payments				
OTHER FUNDRAISING GIFT SOURCES: gifts of any value				
25. Other gifts, please describe below				
26. Other pledges and letters of intent secured, please describe below				
27. Other matured pledges, bequests and pledge payments (please describe below)				
28. **TOTAL CASH**				
29. **TOTAL PRODUCTION**				
30. TOTAL PRODUCTION in Prior Year				
TOTAL NUMBER OF GIFTS				

Re: "25. Other gifts" reported above, please describe	
Re: "26. Other pledges and letters of intent secured" reported above, please describe	
Re: "27. Other matured pledges, bequests and pledge payments (net of previous year's payments)" reported above, please describe	

2. Gifts over $1 Million

How many gifts of $1 million or more did you receive this fiscal year?

	Number
a. Cash gifts (outright gifts)	
b. Pledges and letters of intent secured	

Please provide the dollar amount of the largest gift (outright gift of cash or new pledge/letter of intent - exclude payments on previous pledges) your organization received this fiscal year for each of the four categories below.

	Largest Cash Gift (outright gift)	Largest Pledge/ Letter of Intent
c. From an individual		
d. From a business/Corporation		
e. From a foundation		
f. From government/public support		

3. Pledge Collection Rate

Roughly, what percentage of your multi-year pledges have you historically collected and over how many years are you roughly calculating that percentage?

	% collected	Calculated Over How Many Years?
Multi-year pledges		
Reported Prior Year		

WHY WE ASK THESE QUESTIONS:

Regardless of how you categorize program revenue in your own shops, AHP provides definitions for each fundraising program to provide reliable programmatic comparison data. This section deals with the gifts received and expected during the reporting year. The data reported funnel directly into the Total Cash and Total Production figures, which are key elements of the performance benchmarks, including Return on Investment (ROI) and Cost to Raise a Dollar (CTRD).   AHP reports funds raised by activity, average gift size and the activity as a percent of total funds raised as shown in the example below.

PRODUCTION RETURNS BY GIFT TYPE IN FY 2012

Other Fundraising Gift Sources 9.1% ($166,541)
Special Events 14.9% ($6,621)
Government Grants 4.0% ($80,997)
Planned Giving 9.5% ($364,963)
Corporate and Foundation Gifts 20.9% ($18,435)
Annual Gifts 19.5% ($306)
Major Gifts 22.2% ($53,387)

*The dollar amount in parenthesis is the average gift amount
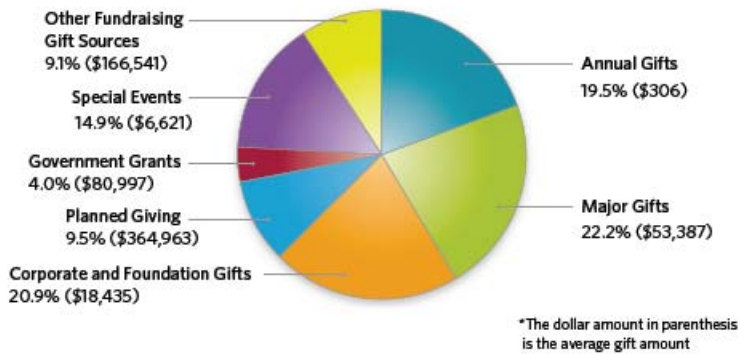
HOW TO REPORT FUNDRAISING REVENUE:

To provide a thorough accounting of fundraising revenue, AHP reports fundraising revenue in two categories – "cash" and "production." Cash represents the dollars available for immediate use by the organization, while production provides a more accurate measure of total fundraising, including both projected and secured revenues. If your organization does not have funds in any program areas, please enter a "0."

When reporting revenue as cash or production, fundraising dollars must be attributed to the appropriate individual fundraising program. Fundraising programs that are present in just about every organization are listed below. The definitions for each fundraising program were developed by AHP member practitioners and have been the AHP standard definition since 2003 in order to collect and report data for performance comparison.

- Annual Giving — Programs that attract gifts of $9,999 or less from individuals and support groups/auxiliaries.

- Major Giving — Programs that attract gifts of $10,000 or more from individuals and support groups/auxiliaries.

- Corporate and Foundation Giving — Programs that attract gifts of any value from corporations/businesses and foundations.

- Planned Giving — Programs that attract gifts (or commitments) from individuals made as part of an estate or financial plan.

- Public Support — Programs that raise grants and gifts from local, state/provincial, and federal government funding sources, which the development function is responsible for raising.

- Special Event — Programs that attract gifts of all sizes received in response to any event sponsored by the organization.

Gifts and pledges secured in response to a **campaign** should be counted under the relevant program area based on gift size, donor type, or event.

Gifts secured for **endowment or endowed-fund purposes** should be reported at current market value in a separate category for endowments.

Planned gifts should be reported at current market value.

Gifts-in-Kind should be reported at current market value and counted under the relevant program area based on gift size.

For each program area, the data captured are:

- The number of gifts (received or expected/pledged)

- Dollar value of gifts (received or expected/pledged)

- Format by which the gifts were received

The gifts received are allocated to individual program areas, and each program area requires gifts to be reported according to the format in which they were received. Generally, gifts are received in three different formats:

- Outright gifts

- Pledge payments

- New pledge commitments, expectancies, and letters of intent

The following is an example of how to report a major gift pledge and an annual gift.

Example: Demonstration Hospital Foundation secured a pledged gift of $15,000 (to be paid over three years) from Jane Smith. Ms. Smith made the pledge (written commitment) of $15,000 in August, and then made an initial pledge payment ($5,000) in November.

Use the following three steps to allocate the gift:

1. Identify source of gift: Jane Smith = Individual

2. Identify amount of gift: $15,000 = Major gift

3. Identify the gift format: $15,000 = New pledge, $5,000 = Pledge payment

In that same year, Demonstration Hospital Foundation received a $500 gift in the mail from a grateful patient.

Use the following three steps to allocate the gift:

1. Identify source of gift: Grateful patient = Individual

2. Identify amount of gift: $500 = Annual gift

3. Identify the gift format: $500 = Cash

Because the gift from Ms. Smith is more than $10,000, it is reported as a major gift. The gift format is a pledge that is reported as a major gift multi-year pledge of $15,000. Because Ms. Smith also made a pledge payment in the same year, the $5,000 is reported as a major gift pledge payment.

The second gift was from a grateful patient and was less than $10,000. It is reported as a $500 annual gift.

In the above example, the total cash for Demonstration Hospital Foundation is $5,500 ($500 + $5,000). The total production is $15,500 ($500 + $15,000).

For each program, activity tracking generally follows a funnel-shaped process — starting with a larger prospect pool, and later narrowing to both the number and total dollar value of gifts secured.

Section F: Endowment & Campaigns

1. Endowment Market Value
What was the current market value of the endowment of your entity or system at the end of the reporting year?

If you are unable to provide the breakdowns in rows a. and b., please enter the total in row c.

	$	Prior Year $
a. Board designated/ quasi endowment		12,000,000
b. Donor restricted/ designated endowment		25,000,000
c. Total endowment		37,000,000

Per the AHP *Standards Manual:*
- Board designated/quasi endowment: Unrestricted funds that have been designated by the board to be invested with the organization's other endowment or endowed funds.
- Donor restricted/designated endowment: A fund that is established with gifts designated by a donor for a specific purpose. Such gifts become a permanently restricted net asset, the principal of which is protected and the income from which may be spent at the donor's discretion, OR the distributable amount may be a defined percentage of the fund's total value at the end of a stated period.
- The sum total of all endowed funds is called the organization's endowment.

2. Campaign
Were you engaged in a campaign during either of the previous two years? If your organization answered this survey last year, the previous year value is displayed.

	2017	2016
Active campaign?	○ Yes ○ No	○ Yes ○ No

If No, please Save and go to the next Section.

3. Campaign Goals and Production Dollars

If and only if you were engaged in a campaign during 2017, please report the campaign goals and the total production dollars raised during 2017. (Production dollars include new outright gifts and new pledge commitments received during the reporting year.) Also show the period over which the campaigns will extend. If you are conducting a comprehensive campaign, report data on an aggregate level.

	Campaign Goal	Dollars Raised During the Reporting Year	Campaign Start Year (YYYY)	Campaign End Year (YYYY)
a. Campaign I				
b. Campaign II				
c. Campaign III				
d. Campaign IV				
e. Campaign V				
f. Campaign VI				

Section G: Constituency Giving

The following three tables deal with constituency giving. The first asks for an overview of all giving by source. The total from this question should match total production provided in Section E. Gifts Received/Expected. Tables 2 and 3 go farther by examining board and employee giving by position. While the categories in these tables may overlap, they do provide a helpful overview of internal support.

1. Gifts by Source

Please report the total production raised through gifts, by the source of the gift, along with the total number of donors in each category. Where applicable, please include outright gifts, pledges, and planned gifts, and gross special event gifts by appropriate source.

	Total in Group	Prior Year Total in Group	Number of Donors	Prior Year Number of Donors	Total Production	Prior Year Total Production
a. Physicians and physician groups						
b. All employees (non-physician)						
c. Auxiliaries and support groups (report net dollars)						
d. ALL other individual donors (including board members that do not fall into other categories)						
e. Government entities (through public support)						
f. Businesses and corporate foundations						
g. Other foundations (excluding corporate)						
h. Other (e.g. charities, agencies, civic groups, etc.)						
i. Total (sum of all lines above)						
Total Raised above should equal Total Production reported in section "E. Gifts Received /Expected," which was...						

2. Gifts by Position

Please report the total production received through gifts made by employees of the system and individual entities in the various positions indicated. Note: Data provided for employee groups will overlap because position categories are not mutually exclusive.

	Total in the Group	Prior Year Total in the Group	Number of Donors	Prior Year Number of Donors	Total Production	Prior Year Total Production
a. System Executive Team and Entity Senior Management (e.g., system CEO's, CFO, Hospital CEO)						
b. Director and above (at system or hospital level)						

3. Gifts by Source

Please report the total production received through gifts made by members of the relevant reporting body Boards. (Note: Board members may overlap with the source categories [e.g., physicians and other individuals] identified and reported upon in the Fundraising Performance section.)

	Total Members	Prior Year Total Members	Numbers of Donors	Prior Year Number of Donors	Total Production	Prior Year Total Production
a. Healthcare system board members						
b. Individual healthcare entity board members						
c. System foundation board members						
d. Entity foundation board members						
e. Total						

Section H: Major Gifts, Planned Giving, Annual Fund, Special Events

The following questions deal with activity linked to revenue described in Fundraising Performance and Constituency Giving. Note that each program section starts with a larger prospect pool and narrows to number and total gifts secured.

A. Major Gifts, Corporate and Foundation Gifts, and Planned Giving

The following questions deal with activity tracking for Major Gifts (gifts from individuals of $10,000 or more) and gifts from Corporations and Foundations (of any value). Please report fundraising activity by the appropriate category based on gift source and value. In the event data is not tracked separately, please respond by using the combined (ALL Gifts) category for both gift types.

	Major Gifts	Corporate and Foundation Gifts	Major and Corp./Fdn. Gifts Combined	Planned Giving
1. On average, how many prospects are assigned to each designated officer?				
2. How many personal cultivation visits were made during the reporting year?				
3. What was the total number of formal proposals and personal solicitations conducted during the reporting year?				
4. How many gifts were secured in direct response to the proposals referenced in question 3 above?				

B. Planned Giving

1. Number of Contacts

How many phone calls and personal solicitation visits were made to attorneys, certified public accountants, trusts officers, insurance agents, and other members of the professional community during the reporting year?

	Number of Contacts
Professional community	

2. Solicitation Mailings and Educational Initiatives

In the table below, please indicate the total number of planned giving solicitation mailings and other educational initiatives, the combined number of pieces mailed, and the total number of responses to all mailings during the reporting year. Next please report the number of follow ups made and the number of scheduled personal solicitation visits resulting from those contacts.

*In the context of planned giving, "Number of Responses" below refers to the number of individual inquiries and seminar attendees in response to foundation outreach.

	Number of Appeals	Number of Pieces	Number of Responses*	Number of Follow-ups	Number of Personal Visits
a. Formal marketing (mailing program)					
b. Seminars for donors					
c. Seminars for professionals					
d. General marketing or prospecting (ads, system publications)					
e. Internet website					
f. Other mailings					

If Other Mailings were reported upon, please describe below.

Other Mailings	

3. Planned Gifts

Of the "total production" reported in the prior "F. Gifts Received/Expected" section, please indicate the total number of formal proposals submitted for planned gifts of any value, in addition to the number of planned gifts secured in response to those proposals.

a. Number of planned gift proposals	
b. Number of planned gifts secured	

C. Annual Fund

1. Number of Donors

How many new donors gave to the annual fund during the reporting year?

How many new donors gave to the annual fund during the reporting year?

	Number of Donors
Annual fund	

2. Annual Appeals

In the chart below, please indicate the total number of annual appeals made within the reporting year. Next, indicate the combined number of pieces mailed or calls made, and the corresponding response rates in addition to the total number of dollars raised in direct response to recent annual appeals.

	Number of Appeals	Number of Pieces Mailed/ Calls Made	Number of Gifts Made in Response to Appeal	Dollars Raised in Response to Appeal
a. Direct Mailings - Acquisition				
b. Direct Mailings - Renewal				
c. Gift club solicitation				
d. Telemarketing solicitation				
e. On-line or internet solicitation				
f. Lapsed donors				
g. Other				

If "Other" was reported upon above, please describe

Other	

D. Special Events
In the chart below, please indicate the total number of events held by type and number of attendees. Next, indicate the total number of gifts received, direct event expenses, and the net event income secured.

- Include all gifts brought in (e.g. in-kind, silent auction, ticket sales)
- If your special event crosses multiple categories (e.g. golf dinner gala), count the event in the category that corresponds with the main purpose of the event

	Number Held	Number of Attendees	Number of Gifts Secured	Direct Event Expenses	Net Event Income
a. Highly Structured Events					
b. Sporting Events					
c. Large Scale Community Based Events					
d. Other Events					

If you chose Other Events, please describe.

Other Events	

Section I: Program Emphasis
1. Level of Emphasis
What level of emphasis does your development operations give to each of the following program areas? For each of the program areas, please also indicate the duration of the emphasis reported.

	Level of Emphasis						Duration of Emphasis in Years
	No program	Very weak	Weak	Moderate	Strong	Very strong	
a. Annual Giving	○	○	○	○	○	○	
b. Major Giving	○	○	○	○	○	○	
c. Corporate and Foundation Grants	○	○	○	○	○	○	
d. Planned Giving	○	○	○	○	○	○	
e. Governmental Grants (Public Support)	○	○	○	○	○	○	
f. Special Events	○	○	○	○	○	○	

2. Department of Amplification and Clarification

Please share your thoughts about the research and add any comments that may aid in our understanding the data you have supplied for this section and in general for the survey.

Thoughts?	

Section J: Use of Funds

1. Distribution of Funds

Each year, AHP reports on the use and distribution of funds raised. Please provide the total dollars distributed by the foundation/fund development program for the reporting year for each of the following program areas. Include all dollars distributed regardless of when they were collected.

Instructions: Provide total funds distributed by the foundation/fund development program for the reporting year by the following categories:

	Dollar Amount
a. Patient care program support	
b. Charitable care	
c. Hospice/Home-health/Long-term care	
d. Capital: Construction and renovation	
e. Capital: Equipment	
f. Community support/Advocacy	
g. Education	
h. Research	
i. General operating support	
j. Employee Funds	
k. Grants	
l. Other (specify in n. below)	
m. Total Funds Distributed	

n. Other specified	

2. Other income

	Dollar Amount
a. Interest income	
b. Endowment income	

Thank you very much for participating in this survey!
Before marking your survey completed, however, please go on to the Feedback section and rate this survey and this survey Website.

Congratulations! You are now finished with the Survey. Thank you!

To run your Summary Views: Return to the Survey Menu and select:

Summary Views

Summary View
ⓘ Use this form to enter total direct and total indirect compensation expenses when a unit isn't able to provide the detail by position. It is also a useful place to see overall ratios and their components.

ⓘ **Summary View - No Compensation Data**
This section is a useful way to see overall ratios and their components.

Summary View

A. Expenses

	This Year	Last Year
Total compensation of direct staff	14,955,000	
PLUS Total compensation of indirect staff		
PLUS Total Fundraising Operational Expenses		
LESS Non-Fundraising Admin: Direct and indirect compensation & other expenses		
EQUALS Total Fundraising Expenses (excl non-FR admin exp)		

B. Board Monitors

	ROI	CRD	Total Value of Gifts
Cash			
Production			

C. Cash

	ROI	CRD	Cash Gift Value	Expenses
Annual Giving				
Major/Corp/Fdn				
Planned Giving				
Public Support				
Special Events				
Other Fundraising Revenue				

D. Production

	ROI	CRD	Production Gift Value	Expenses **Same as Cash Above**
Annual Giving				
Major/Corp/Fdn				
Planned Gifts				
Public Support				
Special Events				
Other Fundraising Revenue				

Summary View - No Compensation Data

A. Board Monitors

Total Fundraising Expenses (excl non-FR admin exp)	

	ROI	CRD	Total Gifts
Cash			
Production			

B. Cash

	ROI	CRD	Cash Gift Value	Expenses
Annual				
Major/Corp				
Planned Giving				
Public				
Spec Events				
Other				

C. Production

	ROI	CRD	Production Gift Value
Annual			
Major/Corp			
Planned Gifts			
Public			
Spec Events			
Other			

What did you think of this survey…

A. Survey Content and Process

Your feedback on the survey content and process, as well as on the Web site, will help us to improve AHP surveys and this Web site in general.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Clarity of instructions	○	○	○	○	○
2. Clarity of questions	○	○	○	○	○
3. Communications regarding the survey	○	○	○	○	○
4. Any help that was provided you	○	○	○	○	○
5. Overall survey process	○	○	○	○	○

B. Web site

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Web instructions and online help	○	○	○	○	○
2. Ease of data entry	○	○	○	○	○
3. Ease of navigation	○	○	○	○	○
4. Validation process	○	○	○	○	○
5. Printing	○	○	○	○	○

C. Comments or Suggestions

Please provide any suggestions, criticisms, or other comments about this benchmarking survey in the space below. Space is, however, limited. Should you wish to respond at greater length, please send an email to benchmarking@ahp.org

?	

Appendix A

Glossary of Terms

Acquisition direct mail— A mailing to individuals who have not made a contribution, in response to a direct mail solicitation from the organization, in the last two years.

Annual donor— A donor who gives regularly (at least annually), gifts less than $10,000. For the purposes of benchmarking, individuals are considered annual donors if they gave a gift below $10k during the reporting year.

Annual Gifts— Gifts from individuals of less than $10,000 produced through various annual giving programs, such as direct mail and gift clubs, during the reporting year. Include gifts of less than $10,000 from individuals, support groups, and auxiliaries. Include memorial and/or tribute gifts from individuals if valued under $10,000. Include real estate, securities, and personal property below $10,000 at appraised values. Do not include gifts from other donor types (e.g., corporations, businesses, foundations, or government agencies).

Annual Gift Pledges— Irrevocable commitments or promises to give a gift valued at less than $10,000, payable over a pre-determined amount of time. Include only pledges made by individuals in the reporting year. Include applicable in-kind gifts. Do not include pledges from any other program, including planned giving, major giving, special events, and public support. Do not include pledges from other donor types (e.g., corporations, businesses, foundations, or government agencies).

Annual Gift Pledge Payments— Payments made on annual gift pledges made during the reporting year. Do not include payments made in previous years.

Appropriations— Provision of law in the United States that provides authority for U.S. federal agencies to obligate funds and to make payments out of the U.S. Treasury for specified purposes.

Bequests and Matured Planned Gifts— Bequests consist of cash or property left to a named beneficiary by means of a will. Revenue is booked during the reporting year in which the planned gift or bequest matures or becomes payable to the organization to which it was committed.

Board Designated/Quasi Endowment— Unrestricted funds that have been designated by the board to be invested with the organization's other endowment or endowed funds.

Cash— All outright gifts made during the reporting year in the form of cash, check, credit card payments, marketable securities, and other liquid assets, including payments on current and previous years' pledges, planned gift maturities, planned gift bequests, and securities.

Centralized Management— A structure in which all fundraising for an organization (typically a health care system) is coordinated through a single resource development office. (Also see: Hub and Spoke)

Charitable Gift Annuity (CGA)— A transfer of cash or other property to the organization. In return, payments of a specified amount determined by age (and gender in Canada) are made to the donor during his/her lifetime. In the United States, the rates paid are usually the most recent ones adopted by the Committee on Gift Annuities as agreed to by most major charities. In Canada, the rates paid are based on annuity quotations prepared by life insurance companies (for reinsured gift annuities). Count the current market value of all assets transferred to the organization in the year they are received as production. (Also see: Deferred Payment Gift Annuity)

Closely Held Stock— A corporation with a small group of owners and stock that does not trade publicly is referred to as a "closely held company." Gifts of stock in such a company contributed by one of the owners should be counted at current market value established by a recent trade or by an appraisal from a qualified appraiser.

Comprehensive campaign— A campaign that encompasses all fundraising needs of an organization (including capital, program, endowment, annual, planned, etc.) with a set goal and which occurs over a stated period of time.

Commemorative Gifts— Also known as memorial gifts, these gifts are made in honor of, in memory of, or in tribute to a person. According to AHP standards, commemorative gifts of less than $10,000 will be counted as annual gifts and those valued at $10,000 or greater will be counted as major gifts.

Contacts— Phone calls or personal visits made to individual donor prospects.

Corporate Foundation— A type foundation that receives the majority of its funding from a for-profit company whose name it bears. While a company-sponsored foundation may maintain close ties with its parent company, it is an independent organization with its own endowment and as such is subject to the same rules and regulations as other private foundations.

Corporate Gifts— Charitable gifts of any size made by a public or private business or corporation. Do not include in-kind gifts, including the loaning of business equipment or executive time. Include corporate sponsorships to events such as sponsorship of educational programs, etc. Exclude corporate sponsorship of special events reportable in the special events section.

Corporate Multi-year Pledges— Irrevocable commitments or promises made by a public or private business or corporation to give a gift of any value, payable over a pre- determined number of years. Include only pledges made in the reporting year. Do not include pledges from individuals, groups, or foundations. Do not include pledges from any other program, including planned giving, annual giving, special events, or public support.

Corporate Pledge Payments— Payments made on corporate pledges made during the reporting year. Do not include payments on corporate pledges made in previous years.

Decentralized Management— A structure in which each individual entity within a healthcare system has its own distinct resource development program.

Direct Fundraising Staff— Includes individuals performing the following functions: Chief development officer (CDO), vice president in charge of development, directors of development, major gifts, annual gifts, planned giving, special events, campaign fundraising, public and private grant writing, corporate and foundation relations, prospect research, thrift shop managers, gift shop managers, and other fundraising specialists with direct fundraising responsibilities.

Direct Special Event Expenses— Include costs charged directly to the proceeds of the event—usually including food, entertainment, rent, decorations, and other out-of- pocket costs.

Deferred Payment Gift Annuity— A charitable gift annuity (in the United States) that is to make its first payment more than 12 months after the gift is set up. The annuity payments are based on the annuitants' ages on the date the payments are to begin. Include only the deductible portion of the annuity. Do not include any other planned gifts in this category.

Donor restricted/designated endowment— Gifts made at the behest of a donor or designated by the board to the endowment fund. Endowment gifts become a permanently restricted net asset, the principal of which is protected and the income from which may be spent at the board's discretion OR the distributable amount is a defined percentage of the fund's total value at the end of the stated period.

Entity Development Chief Officer— The Chief Executive of the individual hospital or other healthcare entity's resource development office.

Fiscal Year— A 12-month corporate accounting period, other than the traditional calendar year.

Follow-ups— This term is used in reference to major and planned giving activity and relates to all meaningful cultivation activity (e.g., phone calls, letters, and visits) made after current and prospective donors respond to a mailing or personal appeal.

Foundation— Refers to private family foundations, community foundations, general purpose foundations, and independent foundations established as a nonprofit corporation or a charitable trust, with a principal purpose of making grants to unrelated organizations or institutions or to individuals for charitable purposes. For benchmarking purposes, this broad definition encompasses all foundation types, except corporate foundations and public "government" foundations.

Foundation Grants— Gifts of any value made by private foundations. Foundations include any entity that is established for the purposes of making charitable gifts and grants to unrelated institutions and organizations. Do not include government grants or other sources of public support.

Foundation Multiyear Pledges— Irrevocable commitments or promises made by a private foundation to give a gift of any value payable over a pre-determined number of years. Include only pledges made during the reporting year. Do not include pledges from individuals, groups, or corporations in this category. Do not include pledges from any other program, including planned giving, annual giving, special events, or public support.

Foundation Pledge Payments— Payments made on private foundation pledges during the reporting year. Do not include payments on foundation pledges made in previous years.

Formal Proposal— A written document to request a donation (typically of a specified amount) from a donor prospect.

FTE— Full-time equivalent employee.

Fundraising Administrative Expenses—Classified as indirect expenses, they may include, but are not limited to: Preparing reports; audits, accounting, and financial matters; meeting with staff; human resources for foundation staff; dealing with vendors; board recruitment, development, and meetings; reviewing documents, including minutes, agendas, and health system meetings and reporting.

Fundraising Expense Budget— The portion of an organization's budget that is devoted to the cost of fundraising.

Fundraising Structure/Entity Type— The institutional type of the reporting entity. Options include health system or hospital foundation.

Generalists— Staff members who are not specializing in a specific fundraising function or discipline

Gift Clubs Annual Giving— Programs that require donors to make a specified annual gift (at prescribed levels) to sustain membership.

Gross Special Event Income— Any event sponsored by the system or any of its individual hospitals, held for the purpose of raising money, building awareness of the system and its hospitals, and expanding constituencies. For benchmarking purposes, special events are divided into three main categories: Highly structured events (such as galas, dinners, balls, fashion shows); sporting events (such as golf and tennis); and large-scale community-based events (seeking broad public participation such as runs/ walks). Include all gross special event income, including ticket sales, auction returns, corporate sponsorships, and event underwriting. Include all applicable in-kind gifts.

Gross Special Event Pledges— An irrevocable commitment or promise to give a gift of any value by an individual, a sponsoring corporation, or other entity over a pre-determined period of time. Include only pledges made during the reporting year. Include applicable in-kind gifts. Do not include pledges from foundations or corporations. Do not include pledges from any other program, including major giving, planned giving, annual giving, or public support.

Gross Special Event Pledge Payments— Payments made on special event pledges during the reporting year. Do not include payments on special event pledges made in previous years.

Health Care System— A group of hospitals and other health care entities organized under a single corporate umbrella structure.

Health Care System Development Operation— The health care system's central development office.

Highly structured special events— Includes "sit down events" such as dinners, galas, balls, and fashion shows conducted to raise money.

Hospital auxiliaries— Organizations of hospital volunteers whose efforts are committed to providing volunteer hours in hospitals and/or fundraising activities

Hub and spoke— A centralized healthcare system resource development office that provides specialized services to individual resource development offices in the entities within the healthcare system. (Also see Centralized)

Indirect Fundraising Staff— Includes individuals who are not responsible for field- related fundraising activities. These individuals perform the following functions: General writing; public relations; marketing; finance, including the CFO; operations; information technology; gift receipting; data management; data analysis; human resources; development coordinator; administrative assistant; clerical support; other specialists and generalists without direct fundraising responsibilities.

Individual Health Care Entities— Standalone hospitals or other health care units within a health care system for which there is an organized fundraising program.

In-kind Gifts— A gift of a product or service, usually by a business or professional person. Often in-kind gifts are made to special events to help produce the event. Such gifts may include printing, food preparation, or legal advice. Such gifts may be deductible to the donor but should be counted at current market value.

Lapsed annual donor— A donor who gave previously but who has not given in the last 24 month

Large-scale Community-based Special Events— Special events that seek public participation (such as runs and walks), conducted to raise money.

Letter of Intent— Any written document indicating a revocable promise to make a gift to an organization at some future time. A pledge containing a clause that allows the donor to cancel or alter the terms of the pledge, under any condition, is not irrevocable and also should be counted as a letter of intent. Letters of intent are not legally binding and therefore are revocable. (Also see: Pledges).

Major Gifts— Gifts from individuals, valued at $10,000 or greater. Do not include gifts from individuals that are valued at $10,000 or higher and made in direct response to a special event or as part of a planned gift. Include commemorative, memorial, and/or tribute gifts from individuals, and applicable in-kind gifts, if they are valued at $10,000 or above. Include gifts from individuals, support groups, and auxiliaries funded with cash or cash equivalents, securities, real estate, or personal property at appraised value.

Major Gift Multi-year Pledges and Letters of Intent Secured— The combined sum of revocable and irrevocable commitments or promises to give a gift of $10,000 or more, payable over a pre-determined number of years. Include only pledges and letters of intent made during the reporting year. Include applicable in-kind gifts. Do not include pledges or letters of intent from any other program, including planned giving, annual giving, special events, or public support. Do not include pledges from corporations or foundations.

Major Gift Pledge Payments— Payments made on major gift pledges made during the reporting year. Do not include payments made on major gift pledges in previous years.

Management Employees— Director-level employees and above.

Matured Planned Gifts and Bequests— The proceeds of bequests received during the reporting year, plus the proceeds received as a result of matured planned gifts including trusts and, in the United States, self-insured annuities.

Memorial Gifts— Also known as commemorative gifts, memorial gifts are made in memory of a deceased person. According to AHP standards, memorial gifts of less than $10,000 will be counted as annual gifts and those valued at $10,000 or greater will be counted as major gifts.

Net Operating Revenue (United States)— Net total of all patient and non-patient revenue less "contractual allowances" such as discounts from charges provided to insurers, including Medicare, charity care, and bad debts (as shown on the system's financial statement).

Net Operating Revenue (Canada)— An institution's operating revenue after all operating expenses have been deducted for the year. Also known as "excess revenue over expenses."

Non-fundraising Administrative Expenses— The proportion of staff time devoted to management and administrative duties, including but not limited to: Executive team group meetings, one-on-one, and retreats; hospital administrative duties assigned by the CEO; outside community activities for "community benefit," which might include service on boards, memberships in service clubs, etc.; non-fundraising speaking engagements on behalf of the hospital; hospital board and committee meetings and retreats; hospital service excellence; hospital rounds/on-call.

Non-labor Costs— Overhead expenses unrelated to salary or compensation (e.g., equipment, materials, supplies, travel, and rent).

Non-management Employees— Positions below the "director" level. (Also see: Management Employee)

On-line Giving— A method of using the Internet to attract spontaneous, typically annual-level gifts. Also can be used effectively for "gift fulfillment" by donors wishing to make payments on existing pledges.

Other Gifts— Other gift income generated by an ancillary program or gift source. Include income from thrift and gift shops. Do not include gifts that can be counted in any of the following program areas: Annual gifts, major gifts, planned giving, governmental grants, or special events. Include gifts from collaborative efforts such as United Way, Children's Miracle Network, or Canada Helps.

Outright Gift— A contribution, in which the donor retains no interest, that may be used by the organization now, that was received for either unrestricted or restricted use in the furtherance of the organization, and for which the organization has made no commitment of resources or services other than, possibly, committing to use the gift as the donor specifies.

Permanently Restricted Endowed Fund— A fund that is established with gifts designated by a donor for a specific purpose. Such gifts become a permanently restricted net asset, the principal of which is protected and the income from which may be spent at the donor's discretion, OR the distributable

amount may be a defined percentage of the fund's total value at the end of a stated period. The sum total of all endowed funds is called the organization's endowment.

Personal Property Gifts— The term personal property describes any tangible item that is not real estate. Automobiles, used clothing, and used medical equipment are typical personal property gifts. Occasionally, an in-kind gift also can be a gift of personal property as in the gift of new medical equipment to a hospital by the manufacturer. Personal property gifts may or may not be deductible. Donors should seek the advice of their tax counsel.

Personal Solicitation Visits— Visits between a foundation staff member(s) and one or more potential donors to make a request for a gift.

Physicians— Includes all individual physicians and physician groups.

Planned Gift— Generally, any gift of a significant size made with forethought about the benefit to the organization and the financial planning implications to the donor and the donor's family. Planned gifts often are equated with deferred gifts—such as bequests, life insurance policy beneficiary designations, charitable remainder trusts, gifts of residual interests, and other similar arrangements—both revocable and irrevocable, in which a commitment is made today but the funds are not available to the organization until a later time. A planned gift is often part of a longer-term major gift strategy developed for an individual in which the donor maintains an interest after the gift is made.

Planned Gift Commitment— A written commitment to make a gift as part of an estate or a financial plan (includes bequests and trusts). Documented planned gifts include bequests that have not yet been received by the organization. Include confirmed planned gift commitments and new bequests that have some form of documentation as reported to your board. Include charitable remainder trusts, and report the face value of the trust, i.e., the amount transferred into the trust. Do not include gifts made by corporations, foundations, groups, or government entities in the planned gift category. Do not include pledges from any other program, including major gifts, annual giving, special events, and public support.

Planned Gift Expectancy— A documented planned gift, including bequests that have not yet been received by the organization. See definition above.

Pledges— Written irrevocable commitments or promises to make a future gift. The pledge amount should be recorded as production at the time it is made, and later reported as cash when received. A pledge is legally binding in the United States and therefore is irrevocable. (Also see: Letter of Intent for a pledge that is not legally binding)

Private foundation— A nongovernmental, nonprofit organization with fund (usually from a single source, such as an individual, family, or corporation) and a program managed by its own trustees or directors, established to maintain or aid charitable activities serving the common welfare, primarily through grant making

Production— A unit of reporting that includes total funds actually raised (not just collected), in the form of both outright gifts and new gift commitments made during the reporting year.

Professionals— Attorneys, certified public accountants, trusts officers, insurance agents, investment advisors, and other members of recognized professions.

Program Areas— Individual fundraising activity areas. According to AHP standards, they include the areas of annual giving, major giving, planned giving, special events, and public support.

Public Support Pledges and Letters of Intent Secured— Includes both revocable and irrevocable commitments or promises by a public funding agency to give a gift of any value, payable over a pre-determined period of time. Include only pledges and letters of intent made in the reporting year. Do not

include pledges and letters of intent from individuals, groups, foundations, or corporations. Do not include pledges or letters of intent from any other program, including major giving, planned giving, annual giving, or special events.

Public Support Pledge Payments— Payments made on public support pledges during the reporting year. Do not include payments on public support pledges made in previous years.

Program Areas— Individual fundraising activity areas. In the AHP standards, program areas include annual giving, major giving, planned giving, corporate/foundation giving, special events, and public support.

Public Support— Dollars raised from local/state/federal government funding sources (including National Institutes of Health (NIH) grants with training or program focus; excluding NIH research grants) for which the development function was responsible for raising. Include grants, contracts, and cooperative agreements. Do not include gifts from public or private foundations.

Renewal Direct Mail— An annual gift program mailing to individuals who have made previous direct mail gifts to the organization within the last 24 months.

Rent/Occupancy— Total rent paid, if development operations are self-funded. In the event that an actual dollar figure is not available, calculate $25 per square foot.

Reporting Year— A common timeframe used to gather, report, and compare data. For some organizations, this refers to the fiscal year that commonly ends June 30. For others, it might refer to the traditional calendar year that ends Dec. 31. Data analysis includes a full (calendar or fiscal) year.

Special Events— Any event sponsored by the system or any of its individual hospitals, held for the purpose of raising money, building awareness of the system and its hospitals, and expanding constituencies. AHP considers the following categories of events: Highly structured (e.g., galas); sporting events (e.g., golf tournaments); and community based (e.g., runs/walks).

Specialist— A fundraiser whose practice focuses on a particular area of fundraising such as major gifts or planned giving.

Sporting Special Events— Includes golf, tennis, and other sporting events conducted to raise money.

Service Region— The market region(s) served by a hospital or the facilities within a health care system. Characteristics of service regions include: Population size; geographic classification (urban, rural, or suburban); average age of residents; and median household income for each hospital or health system service area. This information can be obtained by searching the U.S. Census Bureau website (www.census.gov) or the Statistics Canada website (www.statcan.gc.ca). Both websites provide tools that partnering organizations may utilize to collect these demographic data points.

Staffed Beds— The number of beds that are licensed and physically available and for which staff are on hand to attend to the patients who occupy those beds. Staffed beds include both those that are occupied and vacant.

Support groups (other)— Other groups (apart from hospital auxiliaries) organized for the express purpose of providing support to the hospital such as Guilds or Minimum Gift Clubs, which make gifts to the Hospital or the Foundation from the proceeds of activities not reported in other income categories.

Tax Deduction— The amount that might be subtracted from income before calculating income tax; or (in the United States) the amount that might be subtracted from the adjusted gross estate when calculating estate tax, or from the amount of the gift when calculating the gift tax. In Canada, only corporations are entitled to claim tax deductions.

Tax Credit— The amount that may be subtracted from the tax otherwise payable by a taxpayer in Canada. Individual taxpayers may claim tax credits generated through charitable giving.

Tertiary Care Medical Facilities— Highly specialized medical care facilities that contain one or more "Centers of Excellence," typically the "hub" of a health care system.

Total Operating Expenses— The total of all health care system/hospital operating expenses.