

Accent on Recognition:

Saying Thank You to Donors
and Volunteers

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ACKNOWLEDGEMENTS

The manuscript for this booklet was originally prepared by Philanthropic Service for Institutions specifically for Seventh-day Adventist development officers in attendance at the 1984 Third Conference on Philanthropy in Collegedale, Tennessee.

Under the leadership of PSI Director Milton Murray, the booklet has been produced and is being provided as a service to development and volunteer leadership professionals in nonprofit organizations across the country.

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Single copies are available free of charge by writing:
Accent on Recognition
Philanthropic Service for Institutions
Adventist World Headquarters
6840 Eastern Avenue NW
Washington, DC 20012
Phone: (202) 722-6132

Bulk rates are also available from the above address.

First Printing, March 1986	5,000
Second Printing, June 1986	2,500

Foreword

Webster defines the verb 'appreciate' as "to grasp the nature, worth quality, or significance of; to value or admire highly; to be fully away of; to recognize with gratitude; to increase the value of; to increase in number. Synonymous with: to value, prize, treasure, cherish, to hold in high esteem." What excellent words to describe the various reactions we have to the gifts bestowed by others, regardless whether those gifts are tangible or intangible.

We, as instruments of transfer, are keenly and fully aware of the nature, worth, quality and significance of what is bestowed. We know each gift of time, talent or tithe is given with thought and hope--thought for the personal consequences and hope that the gift will be used effectively and with respect for its value to the giver.

We also know that showing gratitude, recognizing the gift, displaying appreciation increases both the value and the number. The value of the gift is increased in the eyes and heart of the donor through twice-felt warmth, once on giving and once on receiving words of appreciation. The number of gifts is increased because any activity that elicits a positive reaction tends to encourage a repeat of that action in the future.

We do grasp the worth; we do value the gift; we do appreciate the donor; we do cherish the volunteer. We also occasionally fall short in the expression of these feelings. We become stale in our approach, dry in our words, lacking in creativity in our efforts. We relegate appreciation to an afterthought instead of the crucial part of the cycle that it is. Often it becomes a routine procedure, arising out of common courtesy, self interest, or the planning process. It deserves, nay requires, more than that. It deserves equal energy, equal creativity, equal status with the solicitation that sought the gift or the cultivation that recruited the volunteer.

In awareness of the importance of recognition, this booklet has been prepared to refresh your approach and to stimulate your creativity. I, for one, am grateful that it exists.

The best acknowledgement you could give to the team that produced this booklet would be to enjoy it, use it, recommend it to others, and keep it in your library.

Barbara H. Marion, CFRE
President, FRA, Inc.
Immediate Past Chair, NSFRE

Recognizing Gifts of Time and Talent

Some of the most valuable gifts an organization receives have no price tag on them. Often people try to assign them amounts, but the true value of someone's time and talents can only be measured by the pleasure and joy that person receives as a result of being involved.

Volunteers find fulfillment when they know their help has been worthwhile. Organizations must reinforce these positive feelings through proper recognition.

Forms of Recognition

One aspect of volunteer recognition is to be well-organized. Your institution should demonstrate that it is benefiting from the gifts and time of others. Take the time to devise a thorough plan for recognition before the work is done. Thanks given sloppily or without discrimination minimizes its sincerity and will kill volunteers' drive. Keep them challenged and looking forward as you give thanks, and never make it seem that their service culminates the end of their time and generosity.

One example illustrating this point comes from Huguley Memorial Hospital in Fort Worth, Texas. On the day hospital officials received word that they were awarded a gift which helped them qualify for a sizable challenge grant, notes of congratulations and large potted plants were immediately delivered to each member of the fund committee. Each person had worked long and hard to meet the challenge, so the unexpected plants (delivered to their homes instead of the office) added a spirit of celebration to the accomplishment.

Director of Development Sheree Parris Nudd adds, "We couldn't think of a better way to make our volunteers' partnership with Huguley more deeply 'rooted'! Whenever they care for these plants, they'll be reminded of the work we've accomplished together."

Another form of recognizing volunteers is to treat them as the professionals they are. Use some personnel management principles when dealing with these people and give them the

VOLUNTEER CONTRACT

VOLUNTEER: _____
ADDRESS: _____
PHONE: _____
DATE: _____
JOB DESCRIPTION: (Use extra sheet if necessary)

RESPONSIBILITIES OF ORGANIZATION:

1. Personnel record (contract, time sheets, work evaluation, etc.)
2. Expenses, if budget allows.
3. Recommendations for further responsibilities.
4. Future work references.

SPECIFIC NEEDS OF VOLUNTEER: (State clearly in space below)

RESPONSIBILITIES OF VOLUNTEER:

1. Fulfillment of time commitment, as listed below.
2. Adherence to organization's policies.
3. Evaluation of supervision, training, and volunteer policy.

WORK HOURS:

Mon: _____ Tues: _____ Wed: _____ Thurs: _____ Fri: _____
Total hrs. per week: _____
Other: _____

VALUE OF VOLUNTEERED SERVICES (In-kind contribution): \$ _____

DURATION OF VOLUNTEER CONTRACT: _____ To be reviewed in _____ months.

SUPERVISOR(S) _____

VOLUNTEER _____

Volunteerism as in transition:

Volunteers are evaluating their roles and seeking alternatives open to them in these challenging times. Today more and more volunteers consider their work in the community as important commitments which offer personal growth and satisfaction, a chance to develop their own skills and an opportunity to make meaningful contributions of their time and talent. For some, these volunteer jobs can be a path to paid employment.

In fact, many volunteers are finding that unpaid work can be one of the most effective types of on-the-job training. This is particularly true if volunteers are given the same consideration, training and supervision as paid employees and provided with adequate training and supervision, a chance for advancement, and recognition. If the same level of training and supervision is provided for an organization — whether that job is paid or unpaid.

An enriched volunteer program could well employ the following methods:

1. **THE VOLUNTEER CONTRACT.** This is a formal recognition that volunteer work is employment like any other, with mutual obligations as well as expectations for both the community organization and the volunteer. A contract can be developed by the organization and the volunteer. A complete description of the work to be performed, it emphasizes personal needs of the volunteer; it specifies hours of work.

More than that, the contract sets a realistic dollar value on the time and talents donated by a volunteer worker—vitaly important, for both the individual and the organization, as long-neglected recognition of the importance of volunteer work.

2. **REIMBURSEMENT OF VOLUNTEER EXPENSES.** In addition to donating their time and services, volunteers need not be expected to pay job-related expenses. If the budget allows, the contract can provide for out-of-pocket costs: transportation, supplies, workshop fees, etc.

3. **RECORD-KEEPING.** As with any other employee, the work record of a volunteer should be documented. This will not only encourage community organizations to use volunteers more effectively, it will also give volunteers a means of evaluation and evaluation of the work performed for later use as a job reference.

♦ ♦ ♦

(Adapted by Caroline Voraanger from a model developed with Tish Sommers at the Disabled Homemakers Center, Oakland, CA 4/78)

HOW TO USE THE VOLUNTEER CONTRACT

I. INITIAL INTERVIEW

To clarify expectations and goals of both the community and organization involved, state that little, if work is advisory, state that with identification, state that little, if work is advisory, state that with identification, state that little, if work is advisory, state that with identification. Both should agree on the specific job, the weekly time involved, time span of the job, purpose of volunteering, etc.

II. JOB TITLE

Title should truly reflect the job. If work is similar to paid position, state that title. If work is advisory, state that with identification, state that little, if work is advisory, state that with identification. (See Job Description, Training Manual, Funding Consultant, etc.). If work is a training position (i.e., in-charge of training), state that with identification, state that with identification. (See Interview/Trainer), that should be clearly stated.

III. JOB DESCRIPTION

Job descriptions spell out expectations for volunteers. Complete job descriptions include job content; general and specific duties and responsibilities; duties to be added in the future; and relevance to job title.

IV. RESPONSIBILITIES OF ORGANIZATION

1. Training and supervision: volunteers will become familiar with the organization and its goals, and the specific duties and responsibilities of the position. The supervisor will oversee the work, answer questions, and evaluate the volunteer. This includes initial and on-going training and supervision.
2. Personal records: organization will keep all documents concerning the volunteer and her work record in an individual file; evaluations should be done at specified times. Remember, this is vital in relating volunteer experience. Record-keeping will be consistent and complete for all personnel. Volunteer may be responsible for submitting records.
3. Expenses: appropriate volunteer expenses are job-related transportation, meals, lodging, bridge tolls, supplies, phone calls, photocopying fees, etc.
4. Recommendations for further responsibilities: within the organization's structure, the supervisor may recommend the volunteer for a specific position. Complete individual files will facilitate this process.
5. Future work references: through the use of the volunteer file and evaluations, the supervisor will be adequately prepared to write a job reference.

V. SPECIFIC NEEDS OF THE VOLUNTEER

Needs include updating skills, acquiring some, time sets, training in new skills, validation of hidden talents and abilities, working in a professional environment, apprenticeship for credit, learning about job possibilities, and developing self-confidence. There are infinite and varying needs of volunteers.

VI. RESPONSIBILITIES OF VOLUNTEER

1. Fulfillment of time commitment: supervisor and volunteer should agree on the time commitment. Volunteer is responsible for reporting absences and termination.
2. Evaluation of contracted responsibilities: this should be written in the contract. The supervisor and organization use in relating to job relevance and clarification of job duties.
3. Evaluation of supervision and training: volunteer's evaluation of supervision and training helps in receiving organization policy toward volunteers can be and on written report.

VII. WORK HOURS

1. As specific as possible, if change in hours is contemplated for the future, note time to re-evaluate.
2. If a number of hours are to be spread over a certain amount of time, try to average on a weekly basis. If work is done outside the organization, note that.

VIII. VALUE OF VOLUNTEERED SERVICE (in-kind contribution)

Discuss what salary the job would command in paid employment in the area. Remember to consider previous work. This can be an annual wage, hourly wage or rate based on a specific project.

IX. DURATION OF VOLUNTEER CONTRACT

1. If work has a specific termination date, state it.
2. State time or times at which to review the contract or end it, or re-write and update new contract.

X. VOLUNTEER CONTRACT SIGNED BY BOTH PARTIES

respect you'd give a fellow employee. Assign them a title, job description, schedules, evaluations, working space and treat them personally (#1). Although you don't want to give volunteers too much to do, they'll feel satisfied that you're treating them with as much care as you would an employee of the organization. Just as you could not function without your employees, you need your volunteers.

Fringe benefits or premiums for volunteering are also used to recognize gifts of time and talent. These may include:

- free library card
- VIP parking passes
- escort service to parking lot in the evenings
- reserved seating for institutional activities and/or events
- passes to lectures, games, luncheons and dinners or other programs
- VIP emergency hospital admittance cards bearing vital medical information
- free or discounted cafeteria meals
- discount on registration fees for hospital preventive health classes or services rendered by your organization
- one free class per year or per quarter/semester on a college campus for continuing education credit

The possibilities for recognizing volunteers in these less direct ways are limited only by one's own creativity. Perhaps most important, the majority of recognition does not have to cost a fortune, but says "we appreciate you" in the most appropriate ways (#2). John Kenneth Galbraith said it best in his book, The Scotch: "Every community needs a great many communal services. To pay for them is expensive; and only a poor class of talent is available for money. By rewarding such work with honor and esteem, the very best men can be had for nothing."

Recognition Procedure

The way one chooses to recognize a volunteer depends greatly upon the amount of time and effort that person has contributed to the specific task he/she has been asked to do. The larger the volunteer corps, the trickier this becomes because the thanks should be personal but fair across the board. This is where a planned recognition procedure comes into play.

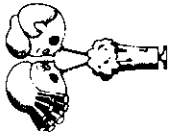
101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

Continually, but inflexibly, acknowledge the subject of recognition is the cornerstone of any and every component of volunteer programs. There is great agreement as to its importance of great diversity as to implementation. Listed below are 101 possibilities gathered from here and yon. The duplicates are not intended to be any 101's for emphasis. The date is for the beginning of your own list.

I think it is important to remember that recognition is not so much something you do as it is something you see. It is a sensitivity to others as persons, not a strategy for obtaining program objectives.

By
Yarn Lake
Volunteer Services
Consultant,
Bremore
Department
of Public Welfare

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment-related expenses
5. Ask for a report
6. Send a birthday card
7. Arrange for discounts
8. Give service stripes
9. Maintain a coffee bar
10. Plan annual ceremonial occasions
11. Invite to staff meeting
12. Recognize personal needs and problems
13. Accommodate personal needs and problems
14. Be pleasant
15. Use in an emergency situation
16. Provide a baby sitter
17. Post Honor Roll in reception area
18. Respect their wishes
19. Give informal tests
20. Keep challenging them



21. Send a Thanksgiving Day card to the volunteer's family
22. Provide a nursery
23. Say "Good Morning"
24. Greet by name
25. Provide good pre-service and problems
26. Help develop self-confidence
27. Award plaques to someone you appreciate
28. Take time to explain fully
29. Be verbal
30. Monitor agency YIP's to converse with them
31. Hold rap sessions



58. Write them thank you notes
59. Write them in their own in-policy formulation
60. Surprise with coffee and cake
61. Celebrate outstanding projects and achievements
62. Nominate for volunteer awards
63. Have a Presidents Day for new presidents of sponsoring groups



39. Ask client patient to evaluate their work service
40. Say "Good Afternoon"
41. Honor their preferences
42. Create pleasant surroundings
43. Welcome to staff coffee breaks
44. Enlist to train other volunteers
45. Have a public reception
46. Take time to talk
47. Defend against hostile or negative staff
48. Make good plans
49. Comment to supervisory staff
50. Provide opportunities for public recognition
51. Send a Valentine
52. Persuade personnel to share their experience
53. Admit to appreciating with paid staff
54. Recommend to prospective employer
55. Provide schools with tips to volunteer conferences or workshops
56. Offer advocacy rolls
57. Utilize as consultants

64. Carefully match volunteer with job
65. Praise them to their friends
66. Provide substantive in-service training
67. Provide useful tools in good working condition
68. Say "Good Night"
69. Plan staff and volunteer social events
70. Be a real person
71. Rent billboard space for public recognition
72. Accept their individuality
73. Provide opportunities for public recognition
74. Provide age groups
75. Maintain regular file
76. Send important fun cards
77. Plan occasional extravaganzas
78. Investigate client planned surprises
79. Utilize purchased newspaper space
80. Promote a "Volunteer-of-the-Month" program
81. Send letter of appreciation to employer



82. Plan a Recognition Edition of the agency newsletter
83. Color code name tags to indicate particular assignments (rooms, years, unit, etc.)
84. Send commendatory letters to prominent public figures
85. Say "we missed you"
86. Praise the sponsoring group or club
87. Promote staff smiles
88. Facilitate personal maturation
89. Distinguish between groups and individuals in the group
90. Maintain safe working conditions
91. Adequately orientate
92. Send special letters for anniversary
93. Fully indoctrinate regarding the agency
94. Send Christmas cards
95. Be familiar with the details of assignments
96. Conduct community-wide cooperative inter-agency recognition events
97. Plan a theater party
98. Attend a sports event
99. Have a picnic
100. Say "Thank You"
101. Smile



Every volunteer should receive written thanks for his/her involvement, regardless of any additional awards you may bestow upon the individual. Whether an annual letter (#3) or a personal note (#4) from project to project, the time you spend putting your thanks into words is often the sincerest form of recognition. Each letter/note should include:

- the reason for your gratitude
- a mention of the project or area the volunteer helped with
- a description of how your organization has benefited from the volunteer's efforts (if the volunteer hasn't made any earth-shattering contribution, restate the benefits of the project he/she has been associated with)
- a sincere closing reaffirming the volunteer's importance to the organization's growth and survival
- a signature by the appropriate person (depending on who the volunteer is or how long he/she has been with your organization, this may be the development director, alumni president, executive secretary, CEO, etc.)

If you have a hundred or more volunteers it is not always possible to handwrite even the shortest notes of thanks. Take advantage of a good word processor or computer, being careful that the letters reflect the personal touch you want.

Occasionally, there will be a volunteer whose service has been so outstanding that you want to be sure to acknowledge him/her in a special fashion. A media release is most appropriate here. Call the local newspapers and/or television stations. Sign your volunteer up on radio talk shows, tying the interview in with a new program your organization has to offer. Take advantage of this opportunity to give special coverage of someone else's interest in what your organization is doing. You're giving that volunteer a hearty pat on the back and your institution some premium public relations. Plan to run the same story in your organization's monthly or quarterly magazine to motivate others to give of themselves as well.

In addition to thank you letters and media attention for volunteers, little extras can help make the partnership more permanent. Often, certificates, plaques or pylons express appreciation to these people. The awards must be used carefully, however, so they don't become trite and meaningless.

The largest group of volunteers form the grassroots of your

May 25, 1984

Mrs. Mary K. Volunteer
999 Memory Lane
Utopia, USA 00000

Dear Mary:

Your participation with the 1984 Weemawee Hospital Annual Phonathon is greatly appreciated. The tireless effort of your group of callers enabled us to reach our goal of \$100,000.

As a result of the phonathon's success, Weemawee Hospital will be able to treat many more area premature babies in the year to come. Before our campaign, infants with serious respiratory ailments had to risk flying to the nearest respirator--300 miles away in Jackson. Now we'll have one of our own!

Thanks for helping us help them. Many people will benefit from your hours of dedicated service.

Sincerely yours,

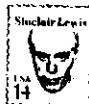
Anna D. Velopment
Anna D. Velopment, Director
Public Relations and Development

jj

Giving is true loving.
Charles Spurgeon

Weemawee Hospital
5 Hospital Place
Utopia, USA 00000

5/25



Mary,
Thank you again for the beautiful job you did organizing the corps of callers to man the telephone lines for our annual phonathon. We couldn't have had the \$100,000 success story without your dedicated service!

Anna

Mrs. Mary K. Volunteer
999 Memory Lane
Utopia, USA 00000

program. These are the hospital gift shop hostesses, information desk managers, alumni phonathon callers and envelope lickens. For these workers who give a few hours every week, awards of motivation and recognition often take the form of volunteer honor rolls posted in the organizational magazines and volunteer-of-the-month certificates. At year's end, many organizations present these certificates to workers at an annual dinner or awards banquet (#5).

Special certificates or plaques should also be designed for unique contributions of time and service (#6). These individuals may or may not be wealthy, but primarily use their position in the community to support your institution. Because motivational awards are not appropriate here, a certificate or plaque of distinction is useful.

Remember that any significant recognition takes time and research. Ask others what the person is most likely to want to be remembered for. What change does he/she really want to see take place for your organization? Beyond buildings, what can that person's support mean to others through ages of time? In addition, determine the person's degree of formality when dealing with others. You don't want the award to communicate something he/she can't relate to. Don't give the campus gardener a plaque for 30 years of service using academic language, just as you wouldn't want to give the Ph.D. a "Thanks, Joe, you're swell" message. These special awards are usually distributed personally or on special recognition occasions.

Trustees and board members are some of your most precious volunteers because they are the contact people within a grant-giving community. One way to motivate these leaders to be active for your organization, while recognizing their large contribution of time and talent, is to present them with a special certificate which states the responsibilities of a trustee for your organization and emphasizes the work of board members as serious business (#7). This would also serve to set the trustees apart, making them feel rewarded by their stature in your organization.

An awards event is the icing on the cake of volunteer recognition and provides an appropriate setting for distribution of certificates honoring individuals for outstanding service. The presentation at such an event sets aside excellence, while exhorting the whole group to do more--a public display of thanks for behind-the-scenes work. The event also helps to bind the

*Award of Merit
Presented to
Janet Smith*

With loving gratitude

for blood, sweat, tears . . . and, also, smiles;

for hard work done joyfully;

for infectious good cheer which made dark days sunny;

for constant support and encouragement;

and, most of all,

for friendship and caring,

which made all the hard work worthwhile.

For these and a thousand other reasons,

we, the staff and administration of Florida Hospital,

recognize you, our friends,

for your tireless efforts

on behalf of

the First Annual Florida Hospital Benefit Dinner.

on October, 1981

#5

Certificate of Appreciation

In grateful recognition of

who has participated creatively and generously

in forwarding the educational mission of

Loma Linda University

during its Seventy-fifth Anniversary year.



V. Norbert Olson
V. Norbert Olson

Loma Linda University

gratefully honors

Roy E. Shipley

who, reflecting the spirit and mission
of Loma Linda University,
has for more than half a century
directed his professional skills and labour
toward making man whole;
who shares the University's vision
of creating wholeness from brokenness;
and who, having sparked this vision
in others, may count as a fruit
of his committed volunteer leadership
the enrichment, enlightenment and enlargement
of countless persons.



Roy E. Shipley
President

#6

Minnesota Office on Volunteer Service

500 Rice Street

St. Paul, Minnesota 55155

13

Trustee Recognition

The Board of Trustees

of

is pleased to recognize

who, as trustee, agrees to serve for a term of years and accepts these obligations:

To attend the meetings of this board regularly and participate in its work.

To ensure the high quality of the programs and services of the hospital and their efficient and economical operation.

To provide knowledge and expertise to the deliberations of the board, mindful of the board's responsibility for service to the community and the need for cooperation among all health service institutions and organizations toward the end that to the best of their collective ability the health care needs of the community are met.

On behalf of the Board of Trustees, we, the undersigned, extend our welcome and thanks to our new trustee for accepting this responsibility to the community we serve.

Signed on

by



William A. Shea

is elected a *Member* of the

Board of Trustees

Hofstra University

Hempstead, New York

January 18, 1967

CHAIRMAN

volunteers together and draws them to your organization's purpose even more.

Recognition comes in two forms: informal ceremonies and black-tie dinners or receptions. Both events include a presentation of awards by the institution's president or chief executive officer. The informal ceremony is usually planned by the development team, whereas the formal dinner is usually put together by a volunteer committee and the development staff. Award ceremonies may occur two or three times a year, but special event dinners—because of the expense, planning and nature of the program—are usually held annually. Whatever the cost, make sure the event is something people look forward to.

National Volunteer Week

Sometimes the stage is preset for recognition—especially in the case of volunteers. National Volunteer Week (NVW) enables us to bring recognition to these people on a grander scale—nationwide. Founded in 1972, NVW is recognized each year by a special message from the president of the United States as well as proclamations by state and local officials. The annual celebration is sponsored by VOLUNTEER: The National Center for Citizen Involvement, with regional festivities planned by local organizations and institutions across the country.

According to VOLUNTEER, NVW has two purposes: it recognizes specific volunteers who have contributed an outstanding effort, and it brings attention to the opportunities available in volunteering. As a development director, the week should be used to strengthen your institution's volunteer program. By bringing local recognition to individuals and observing special events, your community will become more aware of your institution's need for volunteers as well as how it depends on them to provide a better quality of life to the community.

Ways to recognize volunteers during NVW are endless. In general, the simplest methods are best. Use the recognition efforts most convenient to your organization and then concentrate on the imaginative extras that bring your volunteers and organization acclaim. Use awards events, special events and media coverage to thank your workers while promoting your institution.

1. **Awards Events.** National Volunteer Week is an ideal

time to hold an awards ceremony or dinner for your non-paid staff/workers. Individual recognition can simply be combined with a national recognition week. The result makes a suitable theme for an evening program or a luncheon. An awards event is a great way to kick off or wrap up NVW.

2. **Special Events.** The items that can be planned for your workers are as varied as your imagination. Here are some innovative things VOLUNTEER organizations have done in the past:

- In Gainesville, Florida, local stores and businesses gave discounts to all volunteers presenting a "VIP" (Volunteer Identification Permit) card.
- Agency staff operated a car wash in Weld County, Colorado, the first weekend of NVW and sent coupons to each of their volunteers for a free wash and wax.
- Volunteers were asked to guess the number of candy hearts in a large jar as part of the Lynn, Massachusetts, Hospital's NVW celebration. Prizes were awarded for the closest guesses.
- A 100-pound ice carving of a volunteer logo was the central feature at a NVW special dinner in Sioux Falls, South Dakota. Volunteers were asked to guess the total melting time for the carving, and received prizes for the closest guesses.

In place of an awards dinner, plan a special dinner--basically an awards dinner without the awards. This should be an evening planned with the volunteers' interests in mind, and should be oriented toward the general enjoyment of the group. Special events such as the ice carving or hearts in a jar can be incorporated into the evening, as well as door prizes. A variation on this idea is the special dinner for all the volunteer organizations in your area. In the past, these dinners have paid big dividends in volunteer appreciation and media attention.

3. **Media Coverage.** Positive media coverage is important to the success of your organization. As part of NVW, choose two or three outstanding workers and send articles on their unique contributions to the local media. The articles should highlight unusual qualities or services these volunteers have given to your institution.

Media coverage of events such as a car wash, VIP discounts, or something as unusual as the aforementioned ice carving is also beneficial to your institution. Articles in newspapers or broadcast

media coverage of these events show your institution to be active in the community, working for and with your volunteers. The attention gives your organization an edge in recruitment, especially if emphasis is given in the media coverage to the need for new volunteers. Remember that people become volunteers for organizations with which they are familiar.

Here are some novel ways the media have been included in NVW:

- In Toledo, Ohio, a local television station featured "mini-cam" reports of volunteer workers through the county during NVW.
- Voluntary Action Centers in Abilene, Texas, ran full-page "help wanted" ads in their local paper, listing information about new volunteer activities during NVW.
- In North Carolina, TV newscasters wore NVW pins during their news broadcasts, and featured stories on local volunteer activities during NVW.
- A media cake decorating contest was held in Dayton, Ohio. Teams of local media personalities participated in the contest and decorated cakes around the theme of volunteering. Decorating aids, plastic gloves, and chef's hats and aprons were provided by the local Voluntary Action Centers. Local volunteers were the recipients of a prize from the contest--they got to eat the winning cake.

Whatever angle is used, celebrations should fulfill the purposes of NVW--individual recognition and motivating group recognition. Remember that the best recruitment mechanism is by word of mouth and that your best recruiters are your volunteers. If they feel secure, effective, needed and appreciated, they will want to bring their friends and neighbors into the program. Your recognition activities play an important role in building this feeling among volunteers.

Recognizing Gifts of Donors

Your job as fund raiser isn't over once a person agrees to support your institution. In fact, it's just begun.

Obviously the best way to keep funds coming is to provide a positive and lasting relationship between institution and donor. With the competition for people's philanthropic dollars so widespread these days, it's important that the donor consider your cause a good investment.

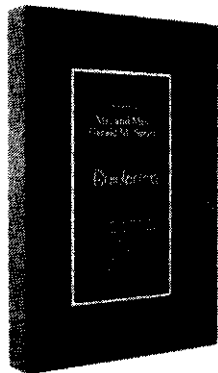
All People Are Not Recognized Equally

Because of the wide range of contributions to your institution, it is essential that recognition take different forms. Of course it seems ridiculous to mention that the \$5 and \$5,000 donors should not be acknowledged the same way. But many organizations have not yet decided how to handle the variance in contributions by placing them on identifiable levels and setting up guidelines based on those decisions. This is the first step (#8).

Several factors should be kept in mind when assigning these recognition levels or plateaus. When recognition sights are set low and lack optimism, money will be lost. Serious donors like to be challenged in their giving, so provide them with incentives to increase their gifts and commitment to your organization. These levels should be determined by the size of your institution, the public it serves, the estimated wealth of that community, its fund raising history, and the length of time the institution has been in operation.

Donor Gift Plateaus: Small, Medium and Large

It would be impossible to give accurate monetary breakdowns of what gift amounts can be designated small, medium or large for different types of organizations. These plateaus will be as varied as the hundreds of thousands of organizations which actually seek voluntary support in this country. It is possible, however, to suggest guidelines for these

BENEFACTOR

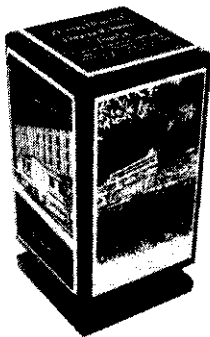
\$10,000 — \$24,999 (cumulative)

Type of Gift:

Cash, negotiable securities,
property or four-year pledge.
Irrevocable trust agreement.

Recognition:

Name permanently listed on
lobby plaque. Personalized
plaque. Name listed in Annual
Report.

FOUNDER

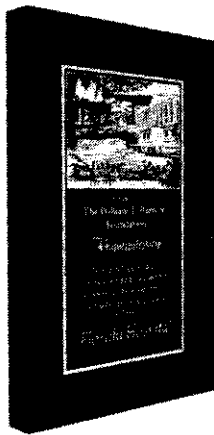
\$25,000 or more (cumulative)

Type of Gift:

Cash, negotiable securities,
property or five-year pledge.
Irrevocable trust agreement.

Recognition:

Name permanently listed on
lobby plaque. Individualized
personal plaque. Name listed in
Annual Report.

HUMANITARIAN

\$100,000 or more (cumulative)

Type of Gift:

Cash, negotiable securities,
property or five-year pledge.

Recognition:

Name permanently listed on
lobby plaque. Distinctive
personal plaque. Name listed in
Annual Report.

Donor Recognition Program

Florida Hospital

Many new services, programs and equipment not otherwise possible at Florida Hospital exist because of your tax-deductible contributions of money and property.

We want everyone to know just how important your contributions are. Through the Donor Recognition Program, we thank neighbors and friends who help us provide you and your family fine quality, personal health care that's supported by the most up-to-date sophisticated medical technology available.

If you're interested in participating in this program, contact:

Development Director
Florida Hospital
601 E. Rollins
Orlando, FL 32803
Telephone (305) 897-1917

CENTURION

\$100 — \$499

Type of Gift:

Cash, negotiable securities and/or property.

Recognition:

Name listed in Annual Report.

PATRON



\$500 — \$999

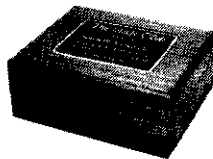
Type of Gift:

Cash, negotiable securities and/or property

Recognition:

Engraved paper weight. Name listed in Annual Report.

PRESIDENTS CLUB



\$1,000 — \$4,999 (cumulative)

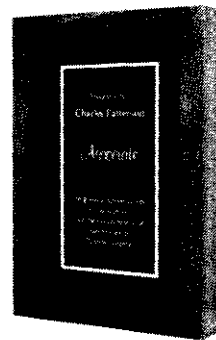
Type of Gift:

Cash, negotiable securities and/or property.

Recognition:

Award of appreciation. Name listed on lobby plaque. Name listed in Annual Report.

ASSOCIATE



\$5,000 — \$9,999 (cumulative)

Type of Gift:

Cash, negotiable securities, property or one-year pledge.

Recognition:

Name listed on lobby plaque. Customized plaque. Name listed in Annual Report.

three areas and let each individual organization determine the specific ranges based on the factors outlined above.

Paul H. Schneider, well-known fund raiser and author, provides some of these guidelines in his book The Art of Asking: How to Solicit Philanthropic Gifts, Second Edition (Fund-Raising Institute, Ambler, PA, 1985). Portions of his advice are paraphrased below.

The Small-Gift Donor

Most small-gift donors are those who respond to annual appeals—usually through direct mail or phonathons. In considering all types of fund raising, the range of small gifts may be anywhere from \$1 to \$5,000. How you thank donors at this level depends mainly on the institution's size and its relationship with them.

Large organizations often do not give special acknowledgement (such as a presidential letter) for gifts under \$10,000. For some institutions, however, a gift of \$5,000—even \$2,000—is a major event, perhaps one of the largest gifts ever received. If the gift is significant for your institution, by all means, thank the donor in the way that seems most appropriate in relation to the following guidelines.

Generally, donors in the small-gift category receive a standard thank you and receipt for tax purposes. A combination of the two can be done nicely in card form (#9). You may prefer to send a letter if a pledge was made with a spaced payment schedule (#10). There are some exceptions, however.

The first involves gifts, donors or causes that are unique or worthy of special attention. Mr. Schneider tells the story of a group of high school students who pooled their meager resources to help a library expansion project. This occasion merited a special slant for the media.

The second exception deals with gift clubs. Because membership is given to those who give at established levels on an annual basis, a thank you/receipt is only part of the response. Membership is usually awarded automatically, not as a result of a specific request by the donor. And the thanks comes year-round in many forms: an annual banquet, newsletters, plaques and/or certificates. Perhaps the greatest benefit, however, is the satisfaction donors derive from associating with a recognized, respected group.

Whatever the approach, remember that many small-gift donors are also first-time donors. They become repeat donors

DONOR RECEIPT & ACKNOWLEDGEMENT



New England Memorial Hospital
STONEHAM, MASSACHUSETTS • 02180 • • (617) 665-1740

Receipt Number 03023

Your generous contribution to the Hospital Program is appreciated very much. It is an expression of your high regard for the hospital and will give direct support for facilities, equipment, services and programs for patients and the community.

This gift is tax deductible . . . Please retain your receipt.

Thank you . . . for your gift of _____

Name _____

Amount _____ Date _____

Cash Check _____ Goods
(Bank No.)

Cordially yours,

John M. Lew

John M. Lew
Director of Development

Thanks!

This is Your Receipt.

We really mean it. That "we" stands for many people you may never meet but who need and appreciate your financial support. People touched by Church education and health service programs worldwide. Because personalized acknowledgment of every gift is prohibitively expensive, we are not always able to send individual letters of appreciation. Consequently, we hope you will accept this communication as a simple but sincere expression of our gratitude.

Account Name _____ Donation Description _____
Account Number _____ Date _____

[]

Berry B. Prator
Berry B. Prator
Financial Accounting
The Development Office
P.O. Box 1108
University Station
Providence, RI 02902



Gifts to charitable institutions are deductible for tax purposes under Sec. 170 of the IRS Code

#9

XYZ Community Hospital

May 25, 1984

Mr. and Mrs. Frank Jones
1111 Lakeview Drive
Utopia, USA 00000

Dear Mr. and Mrs. Jones:

Thank you very much for your generous pledge of \$500 to the XYZ Community Hospital Campaign, which will mean so much in terms of health protection for all of us. A receipt of your first payment of \$100 is enclosed. I will take special care to see that you are conveniently reminded about succeeding payments as per the schedule you selected.

It is easy to take health care for granted. You didn't, and we are most grateful. XYZ Community Hospital will now be able to serve its community with the finest emergency equipment available and more staff.

Next time you are passing by, stop in and say hello to Ted Flog, our administrator, won't you? We'd like to get to know you better and have you get to know XYZ.

Sincerely yours,

Robert Q. Smith

Robert Q. Smith, Chairman
Progress Campaign

CLOVER COLLEGE, Clover, USA 00000

May 1, 1984

Mr. John S. Doe, President
The Doe Foundation
222 Robin Road
Grand Haven, USA 00000

Dear Mr. Doe:

We were most pleased to receive the \$25,000 unrestricted gift to Clover College made by The Doe Foundation. The Foundation has been very generous through the years to Clover and we are most grateful for the support. We will be using this grant to complete our greenhouse for the horticulture department we are expanding.

It has been such a pleasure to meet you twice in your office and to become better acquainted with you. I would be very pleased, Mr. Doe, to welcome you and available trustees of the Foundation to Clover College for a luncheon meeting in order to acquaint you with what your support has meant to the college in a more personal way. In a few weeks I will be contacting you to see if we can arrange a time when this might be possible.

I know that you are very busy, but I certainly would enjoy having the privilege of sharing Clover with you on a firsthand basis.

Very sincerely yours,

John T. Smith

John T. Smith
President

when they feel that they've begun to develop ties with your organization. Sending them your institution's magazine or newsletter may be a way to cement these delicate bonds into longlasting commitments.

The Medium-Gift Donor

Gifts from \$5,000 to \$100,000 are usually in the medium-range at most institutions. But for smaller colleges, hospitals and organizations, the bulk of medium-gifts might be well under the \$50,000 range. At this level, donors deserve some special attention to assure them that their gifts are being used carefully and that your institution is providing a good investment.

In addition to or included in a letter signed by your key executive officer, donors should be contacted by the president or another high-ranking official of your institution and invited to visit (#11). During this time, show the donor the work being done in his field of interest and the progress and future needs of your program.

Luncheons, dinners and other special events honoring donors at this level are proper; however, they should not be large affairs. Include the president, one or two other executives and the donor and his/her family. A special memento of the occasion representing the organization also helps to tighten the knot of partnership and reminds the donor of it. For example, you could give a book outlining the history of the institution, or a framed print of your institution or appropriate facility.

An essential part of effective recognition is its ongoing aspect. Another way to reassure donors that their time, money and interest have not and will not be wasted is through a special progress report or newsletter (#12).

The Large-Gift (or Big-Gift) Donor

When someone gives your organization a gift that supercedes most others (from \$100,000 on up, depending on the organization), clearly, a letter or telephone call on its own is an inappropriate way to say thanks!

The donor should receive a visit--by appointment--from the president, director or chief executive officer of your institution

Our Golden Circle Of Friends

WINTER 1986 • MESSAGE FROM FLORIDA HOSPITAL TO MEMBERS, FRIENDS AND PATIENTS



Circle of Golden Circle III members show left to right: Mr. Robert Pridmore and Roger Bill Brinkman, Mrs. John H. Ryan and Mrs. Phil Ryan. Mr. Chas. Hall

Golden Circle III Raises \$138,000

Florida Hospital's latest 3 Florida Gala \$138,000 for the benefit of the Golden Circle III. The latest 3 Florida Gala was held on December 11, 1985. The latest 3 Florida Gala was held at the Ritz-Carlton.

The latest gala was held in the lobby of the Ritz-Carlton. The gala was held on December 11, 1985. The gala was held at the Ritz-Carlton.

Reservations made possible by Florida Hospital. A new color program is provided.

inspired environment to move into a new and exciting hospital. New "mission pumps" provide better patient care. The new 18 steps up "high" lift to the 2000-2000 level.

The ceremony's involvement in the latest 3 Florida Gala is a strong link to the hospital's future.

Golden Circle III Florida Hospital's Board members: Robert Pridmore, Roger Bill Brinkman, John H. Ryan, and Phil Ryan.

Heckman and Eugene Peters. Congressman Bill McCollum and Mrs. McCollum, Congressman Bill Nelson, Mayor Bill Friedrich and Mrs. Friedrich.

We were very pleased with the success of the gala and we are pleased that the 1986 Gala will be held on December 11, 1986.

The gala was held at the Ritz-Carlton. The gala was held on December 11, 1985. The gala was held at the Ritz-Carlton.

Capital Campaign Passes 75% Mark

Recent giving brings Florida Hospital's Capital Campaign total to \$135 million of the \$180 million goal, according to the Executive Chairman of the Florida Hospital Foundation, The 131 million represents approximately 75% of the total amount needed for the Capital Campaign, which began in 1974.

It has been strongly guided by the capital fund-raising staff of the campaign, says Schreiner. The campaign will be held at the Ritz-Carlton.

The Edith Bush Charities Foundation pledged a challenge grant of \$175,000 for the Florida Hospital's new Patient Health Center facilities. The contribution will be matched one dollar for every dollar by Florida Hospital.

The Dr. P. Phillip Foundation pledged a challenge grant of \$100,000 for the campaign. The contribution will be matched one dollar for every dollar by Florida Hospital.

A national foundation who requested anonymously pledged a challenge grant of \$50,000 for the construction of an additional 100 hospital beds. The total amount is \$135 million.

A national corporation who requested anonymously pledged a challenge grant of \$25,000 for the construction of an additional 100 hospital beds. The total amount is \$135 million.

A national foundation who requested anonymously pledged a challenge grant of \$10,000 for the construction of an additional 100 hospital beds. The total amount is \$135 million.



Florida Hospital Opened a patient care unit in one of the projects supported by the Capital Campaign.

Others given by the community will help meet the challenge grant for the project. The Florida Hospital Foundation Fund pledged \$100,000 for the campaign. The contribution will be matched one dollar for every dollar by Florida Hospital.

A national corporation who requested anonymously pledged a challenge grant of \$25,000 for the construction of an additional 100 hospital beds. The total amount is \$135 million.

A national foundation who requested anonymously pledged a challenge grant of \$10,000 for the construction of an additional 100 hospital beds. The total amount is \$135 million.

The Florida Hospital Foundation 2637 North Orange Ave. Orlando, FL 32804

Address Correction Requested

IN MEMORY OF

- Charles Barber: Mr. A. Roy, Wendy C. Smith, Mrs. Charles Barber, Florida Hospital Board Member, Mrs. Charles Barber, Florida Hospital Board Member, Mrs. Charles Barber, Florida Hospital Board Member.
- Chapman's Lumber, P.A.: Mr. J. M. C. Campbell, Mrs. J. M. C. Campbell, Mrs. J. M. C. Campbell, Florida Hospital Board Member.
- Chas. H. Jones: Mr. Chas. H. Jones, Mrs. Chas. H. Jones, Florida Hospital Board Member.
- Dr. W. Frank Shuman: Dr. W. Frank Shuman, Mrs. W. Frank Shuman, Florida Hospital Board Member.
- Dr. W. Frank Shuman: Dr. W. Frank Shuman, Mrs. W. Frank Shuman, Florida Hospital Board Member.
- Florida Hospital: Florida Hospital, Florida Hospital, Florida Hospital.
- Florida Hospital: Florida Hospital, Florida Hospital, Florida Hospital.
- Florida Hospital: Florida Hospital, Florida Hospital, Florida Hospital.

Associate Board Provides Input

Beginning Manufacturing Board. The board, what is known as the Associate Board, is a group of business people hearing from the hospital. They are asked to provide input on the hospital's operations. They are asked to provide input on the hospital's operations. They are asked to provide input on the hospital's operations.



Associate Board members learn about hospital activities during monthly meetings.

Gift Shop Supports Hospital

Gift shop opens with the Veterans' Day display about the big success of Florida Hospital's Gift Shop. The shop is open to the public. The shop is open to the public. The shop is open to the public.

Gift Shop supports hospital. The shop is open to the public. The shop is open to the public. The shop is open to the public.

Gift Shop supports hospital. The shop is open to the public. The shop is open to the public. The shop is open to the public.

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**UNIVERSITY OF HOUSTON SYSTEM
REPORT TO CONTRIBUTORS**

"Occasionally in the life of a university, an opportunity arises to make major changes in the quality and direction of its programs. 1981 was such a year for the University of Houston."

—Charles E. Bishop, President

Table of Contents
University of Houston 1981:
A Year of Growth, Planning and Support

Introduction to the System.....	4
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University of Houston Contributors in 1981.....	17

1981: A Year of Challenge

A Report to Contributors
Charles E. Bishop, President

- Universities are a dynamic force in our society. They provide the thinkers and researchers—the knowledge and information to lead us in new directions and to help us solve our most vexing problems. Universities also serve as one of society's most able cranes of the status quo; they question and challenge.
- Today, the universities themselves are being challenged. They must meet the needs of our society and must suggest means their studies and services show evaluation of our problems with a faster, more modern and comprehensive response.
- In 1981, the University of Houston, in accepting this challenge, made major changes in the quality and direction of its programs on all the campuses. I would like to highlight some of the accomplishments that shaped the future course of the University as a whole.
- ▶ Research activity continued at a high level. Faculty members received more support for research than in any previous year. Numerous national honorships were received; books and articles were published in record numbers.
 - ▶ The campuses planned and implemented major improvements in their curricula, including the development of a rigorous, new undergraduate curriculum in the Central Campus.
 - ▶ We designed a major computer network, an in-house computer to support research, instructional and administrative activities in all the campuses.
 - ▶ We began plans to develop a Telecommunications complex which will incorporate all current research, instructional and administrative activities in all the campuses.
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 - ▶ We began plans to develop a Telecommunications complex which will incorporate all current research, instructional and administrative activities in all the campuses.
- As a result of a comprehensive study of each campus's land and building needs, we made major land and building acquisitions in the vicinity of the University of Houston and the Downtown College.
- We undertook a major reorganization of the University's financial administration, and we moved our headquarters in the Office of the Vice President for Administration and Finance. This includes a new automated accounting system which assures far greater accuracy in our financial reports and yields timely, comparable reports on major financial activities of all components of the University.
- As part of the University's effort to improve the quality of its leadership, scholarships carrying a stipend of \$1,000 each in the memory of Mr. Hugh Roy Dillien.
- Perhaps most important of all, we successfully completed a comprehensive long-range plan for the University which establishes important guidelines for an unprecedented im-



A scene from the Drama Department's production of *A Midsummer Night's Dream*. The play is being performed in the new theater building, which was dedicated in collaboration with the City of Houston Parks and Recreation Department, the Miller-Thayer Memory Council, and with the support from an endowment made by the Houston Chapter Assembly.

Gifts of \$1,000,000 and Above

The spirit and development of any public university must be reflected in the gifts it receives. The University of Houston, Houston, Jones, Noack, Welch and Wortham.

Since 1947 the University has received 21 separate gifts of one million dollars or more from 11 different individuals. The largest gift of \$1,500,000 was received in the past 12 years, and \$5,550,000 came in the last two years.

It is interesting to note that 15 of the 21 gifts of \$1 million or above were given in the past 12 years. The gift of \$5,550,000 was stimulated by the UH 50 fund.

Other remarkable friendships have developed during the past 15 years between the University and its donors. These include:

M. D. ANDERSON FOUNDATION	
1947	\$1.2 Million
1959	\$1.2 Million
1963	\$1.5 Million
1967	\$1 Million

CULLEN FOUNDATION	
1949	\$5 Million
1959	\$1.42 Million
1976	\$3 Million
1981	\$1 Million
1981	\$1.05 Million

Mr. & Mrs. George Michael
 Mr. & Mrs. J. L. Miller
 Mrs. Cynthia Mitchell
 Mrs. J. W. Moore
 Morgan Energy International Corp.
 of Houston
 Mr. & Mrs. George Hurov
 Mr. & Mrs. J. W. Phillips
 Mr. & Mrs. Dick Neuhaus
 Mr. & Mrs. Duane C. Sharp
 Nicklas Oil & Gas Company
 Mr. & Mrs. Al Parker
 Mr. & Mrs. William Shillick
 Mrs. Eddie Morrow Perilla
 Mrs. Billie Perlman
 Mr. & Mrs. William Perlman
 Mrs. George Petrick

Neams Bay National Bank
 American Heating Corporation
 American Oil Co., Inc., Lake
 Allied Endowment, Inc.
 (Allied Seabrook Bank)
 Chase Commercial Company
 Houston Sport Crating Company

AGF Foundation, Inc.
 The Aerospace Corporation
 Abuse Foundation
 Albert Chevrolet, Inc.
 Allied Endowment, Inc.
 American Bank of Commerce
 American Loan Corp.
 American Hotel Corporation
 AMF Gap Space Corporation
 Anaco Petroleum Company
 AM-PT Services, Inc.
 Arthur Andersen & Company
 Audubon Society of Houston
 Aker Home Corporation
 CRO Co., Inc., Company
 Amoco Inc.
 Atlantic Richfield Company

Mr. & Mrs. G. W. Pullin, Jr.
 Mrs. Charles E. Reed
 Mrs. J. W. Robinson, M.D.
 Roman Mole Foundation
 Mr. & Mrs. Olive Runnels
 Mr. & Mrs. Paul S. Saffin
 Mr. & Mrs. Duane C. Sharp
 Mr. & Mrs. R. T. Shelton
 Mr. & Mrs. L. W. Smith
 Mrs. Robert E. Smith
 Mr. & Mrs. Edwin D. Soderstrom, Jr.
 Mrs. Bern: Ann Stetshat

Chancellor's Round Table University of Houston at Clear Lake City \$1000 & Above

Lockheed Leadership Fund
 Bay Lumber
 Bay Oil & Gas (not)
 Petroleum Accountants Society
 of Houston
 Coastal Petroleum, Inc.
 State Iron of Houston—NASA
 (Southwest Iron)

Corporate Donors \$1000 & Above

Robert J. Archer, Inc.
 Baker & Baker, Inc.
 Ballair Taylor, Inc.
 Ballair Enterprises
 Bank of the Southeast Foundations
 Bessy and King, Inc.
 Bay Ledge Lumber
 Bedford Petroleum, Inc.
 Belchem Pharmaceuticals, Inc.
 Bessy and Coles

The Importance of the University in Society

In recent years we have witnessed questioning of the place of universities in society. We have seen a decline in the number of students, a reduction in the amount of capital within and among countries, and a growing emphasis on production. We have seen a decline in the amount of research and development, and we are increasing emphasis upon research to develop substitute for exhaustible resources. We have seen a decline in the amount of research and development, and we are increasing emphasis upon research to develop substitute for exhaustible resources. We have seen a decline in the amount of research and development, and we are increasing emphasis upon research to develop substitute for exhaustible resources. We have seen a decline in the amount of research and development, and we are increasing emphasis upon research to develop substitute for exhaustible resources.

—Charles E. Bessy

and bring other institutional officers. They should take the opportunity to thank that donor in a warm, sincere, enthusiastic way. If the donor lives far away, a visit by a high-ranking representative of your institution would be appropriate. He/she should present a letter from the president or top representative of your institution.

If the donor is not available for a personal visit within a month after the gift is received, then a letter from the president is sent. It should, however, be followed by a personal visit as soon as circumstances permit.

During the visit with the donor, the person should be told that your institution wants to honor him/her at a luncheon, dinner, faculty meeting or some other appropriate fashion. Ideas should be presented for consideration, then adapted to the donor's personal wishes. Some donors may be uncomfortable in the spotlight. Consequently, you should be prepared to opt for a small, quiet get-together for lunch or dinner. Others will feel differently and tell you so. When they present you with a grand scheme for an appreciation banquet, get to work to make it a truly memorable event.

If the donor does decide on some kind of public event, you must work closely with the donor's representative to see that his or her wishes are met. You must decide who is to be invited, who is to speak, where the event is to be held, and if the gift is to be announced at or before the event. (If the former approach is taken, are news media representatives to be invited?)

The event might include distribution of a booklet commemorating the donor's gift (#13). The booklet should include a brief biography and photographs of the donor (family album photos showing the donor and his family through the years are excellent), and an explanation of how the gift will benefit those served by your institution. Such booklets are not only effective in paying tribute to the donor and in announcing his or her gift, they are also effective as cultivational literature to encourage other prospects to make similar gifts.

Within a week after the event has been held, the president should send the donor a letter that again thanks him for his gift, refers to favorable comments that have been received, and sets the tone for a mutually rewarding future relationship (#14).

If all of this seems like a lot of trouble, Schneiter asks fund raisers to consider how long it would take them and their staff members to earn the "\$200,000" that the donor contributed to the

BRIGHAM YOUNG UNIVERSITY

*The
W.W. Clyde
Engineering Sciences
and Technology
Building*

A SPECIAL HERITAGE IN ENGINEERING AND TECHNOLOGY

#13



An early photo of Merlin and Kate Farnes.

*Our true acquisitions lie only in our charities,
we gain only as we give.*

—William Gilmore Summs (1806-1870)

Summ's admonition has been taken to heart by Merlin and Kate Farnes. Since 1972, they have given hundreds of thousands of dollars to further the educational programs of Brigham Young University and Ricks College. Their contributions have included funds for scholarships for

2

BYU and Ricks students and for the purchase of pre-Columbian artifacts at BYU, as well as many thousands of dollars in unrestricted funds for both institutions.

The purpose of this publication is to recognize formally their contributions, to honor them for their generosity, and—frankly—to encourage others to emulate their example.

Merlin Farnes wasn't born with a silver spoon in his mouth. What he has achieved is the result of hard work, persistence, foresight, a special affinity for people, and a remarkable sense of timing—mixed, inevitably, with a little luck.

Merlin was born in Whitney, Idaho, on October 23, 1908, the son of Lawrence William Farnes and Lillie Mae Tanner Farnes. He attended public schools in Whitney and graduated from Whitney High. Even then he was known for his generosity, compassion, and concern for others.

After high school, Merlin went to work as a meat cutter for Piggly-Wiggly Market in Preston, Idaho. Eighteen months later he joined the Sewell Market chain. After less than two days on the job, he became a manager and worked at Sewell stores in Salt Lake City, Logan, and Idaho Falls. "He was the only manager they would let buy



Merlin James as a baby

livestock on the hoof," his wife, Kate, recalls.

In 1934 Merlin went into business for himself in Blackfoot, Idaho, opening Farnes Grocery and Meats. Two years later he added a cold storage plant, and eventually

3



Farnes Grocery and Meats, Blackfoot, Idaho

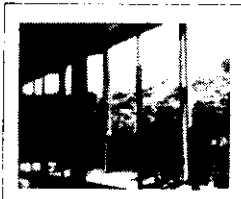
opened other markets in Blackfoot, Idaho Falls, and Pocatello.

While in Blackfoot, Merlin invested in real estate, and then—in 1949—sold his stores and established a real estate business.

It was in the early 1950's, however, that Merlin took a giant step toward financial independence. He and his son-in-law, Ralph Brown, bought Fort St. James Sawmill in British Columbia, Canada. In 1966 they merged with another sawmill to form Plateau Mills, and took in other partners, including Jack Gardner of Idaho Falls, and Barney Goodwin of Blackfoot. In 1971 they sold out to the Canadian government.

In the years since Merlin has devoted himself to travel, to Church assignments, to a

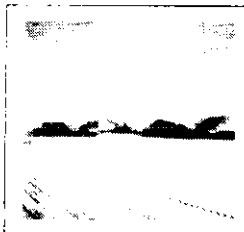
#13



Mr. Clyde's devotion to Scouting is reflected in the many improvements he made at the Maple Dell Scout Camp in Payson, which included this modern lodge.

affairs, Mr. Clyde served as mayor of Springville, member, University of Utah Board of Regents and Utah Valley Industrial Development Association, and president, Associated General Contractors, Springville Chamber of Commerce, Springville Kiwanis Club, Springville Art Association, and Timpanogos Knife and Fork Club.

Long a leader in the Boy Scouts of America, he was president of the Utah National Parks Council for twelve years and held the Silver Beaver and Silver Antelope awards. While he was president



Section of interstate near Salt Lake City under construction.

the Scout Office Building in Provo was constructed and the following improvements were made at Maple Dell Scout Camp: swimming pool, amphitheater, and facilities for caretakers and Scout leaders. In addition, Mr. & Mrs. Clyde contributed a modern lodge to the camp.

He served as bishop of the Springville LDS Ninth Ward and as a member of the Springville Stake High Council.

Mr. Clyde's life of distinguished service and contributions was recognized with numerous awards. The BYU Jesse Knight

Castledale College
Wendover, Utah 84083

Mr. L. W. Bird
1229 Antelope Circle
Lincoln, Nebraska 68506

Dear Mr. Bird:

The events of the past week have been a source of great satisfaction to all of us here at the College.

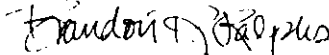
We were delighted to have you and Mrs. Bird as our guests at dinner Friday evening. It was a special pleasure for us to meet your many friends, including Senator and Mrs. Hill.

Many people have commented about your generosity and thoughtfulness in establishing the scholarship fund. Mayor Hawkins told me he could think of no finer gift to the young people of our community, and Mr. Lambert said the fund was "one of the best ideas anyone has had to help our community in many, many years."

May I take this opportunity to thank you again, Mr. Bird, for your contribution to our institution and its young people.

We will, of course, provide you with a semi-annual report on the fund. We will also arrange for you to meet with students who will be benefitting from the fund. Quarterly luncheons are planned for this purpose. If we can be of service in some other way, please call on us.

Sincerely,



Brandon R. Ralphs, President

institution, the thousands of additional dollars that he may contribute in the future and the thousands of other dollars that may be contributed by others inspired by his example!

You can involve donors at the upper giving levels in many mutually rewarding ways. Almost without exception, donors who can afford to give at these levels have something worthwhile to say--about their business, about the economy, about values, about lessons they have learned. Many institutions--especially those in higher education--wisely involve these people in guest lectureships, panel discussions, demonstrations, committee assignments (including chairmanships) and in other service-oriented capacities. Be careful, of course, about asking donors to serve in ways that would give them unwarranted control over their own financial contributions.

Summary

There are some principles that apply evenly to all or most of the giving levels. These must be considered as you plan thank-yous to your donors.

1. **All donors must receive a receipt for their contribution, and a printed statement of thanks.**

2. **Donors should be sent cultivational materials to keep them informed of your organization's accomplishments and needs (#15).** Make your past donors your best prospects--keep in touch.

3. **Value the donors for more than their money.** Donors can help you in ways that don't include their checkbooks. Use a donor's talents to enrich your organization through activities such as guest lecturing, serving on committees and recruiting other donors.

4. **Notify the donor of any publicity surrounding his gift.** If you feel that the gift warrants local media attention, make sure you have the donor's permission to use the media before engaging in any publicity activities. Also provide donors with the opportunity to proofread any news releases.

5. **Avoid awarding plaques, desk sets, paperweights and similar off-the-shelf items to donors at the upper levels.** Try, instead, to select unique gifts tailored to each donor's background and interests. For example, if the donor has

CAMPAIGN CURRENTS

VOL. 4, NO. 1, FEBRUARY 1983

LA SALLE COLLEGE

U. S. STEEL FOUNDATION ANNOUNCES \$4,000 GRANT TO ASSIST LA SALLE COLLEGE HALL

La Salle College has been awarded a \$4,000 grant from the United States Steel Foundation for the renovation of the United States Steel Foundation for La Salle College.

In expressing sincere appreciation for the grant, La Salle College President, Brother Patrick Ellis, S.C., stated that the United States Steel Foundation for La Salle College is a very important part of the college's history.

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INCREASED ALUMNI GIVING THROUGH ANNUAL FUND PROGRAMS SPARKS LA SALLE'S CAMPAIGN TO EXCEED 12 MILLION TOTAL

In the last three years, La Salle College's CAMPAIGN FOR THE 80'S has topped the 12 million mark at the start of the new year, Brother Patrick Ellis, President, reported to the Board of Trustees at its last meeting. Another Patrick milestone reached the overnight support result of the Annual Fund Office, which has resulted in increased alumni support during the first seven years of the Annual Fund Office.

Brother Charles E. Greah, P. S. C., Director of La Salle College's Annual Fund Office, has reported that the total amount of gifts and pledges in excess of \$100,000 was received on March 14th, and at Touché Rest.

Alumni and college friends who have supported the Annual Fund Office are encouraged to contact Brother Greah at 931-1539.

CAMPAIGN FOR THE 80'S

La Salle College's CAMPAIGN FOR THE 80'S is a major effort to raise \$12 million for the college's future needs. The campaign is being led by Brother Patrick Ellis, President, and Brother Charles E. Greah, P. S. C., Director of the Annual Fund Office.

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CAMPAIGN CURRENTS

IT'S NICE TO HEAR ...

Every once in a while a piece of mail arrives at La Salle which brightens the day and lifts the spirits of all concerned. Such are the examples printed below which were received recently by the Annual Fund Office:

Dear Brother Greah: I have contributed to the Annual Fund Office for the past several years. I am pleased to see that the fund is doing so well. I hope to continue to support the college in the future.

Also, I remember Brother Ellis well from the Honor Center. I must do my utmost, despite my debts, to give to the Annual Fund. I am sure that the college will continue to prosper and that the people and the staff will be well served.

What I contributed to the Annual Fund Office was a small amount, but I received a great deal of satisfaction from my contribution. I hope to continue to support the college in the future.

Things have been going very well at the college. I am pleased to see that the fund is doing so well. I hope to continue to support the college in the future.

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2ND ANNUAL FINANCIAL PLANING SEMINAR SET FOR SEPTEMBER 14, 1983

A Sale will again be the highlight of the 2nd Annual Financial Planning Seminar to be held on campus next September 14th. The seminar will feature a speaker, a luncheon with guest speaker, and a presentation by the Defensed Gifts Committee as its main attraction.

Last year's annual Seminar attracted nearly 300 participants, and this year's is expected to be even larger. The seminar will be held on campus next September 14th. The seminar will feature a speaker, a luncheon with guest speaker, and a presentation by the Defensed Gifts Committee as its main attraction.

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COMMITTEE ADDS MEMBERS

The committee has added several new members to its ranks. The new members are: [List of names]

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WILLIAM PENN FOUNDATION GRANT TO ASSIST GALLERY

A recent grant of \$11,000 from the William Penn Foundation will be used to assist in the renovation of an illustrated handbook/pamphlet of the La Salle Art Gallery's permanent collection of paintings, prints, and sculpture.

When published, the guide will also serve as an educational and promotional resource for the Gallery's public as well as the academic community.

An additional \$9,000 towards the cost of the handbook/pamphlet was also been awarded by La Salle to the National Endowment for the Arts.

The gallery offers a unique opportunity to experience the pleasures and insights of good art in an intimate, comfortable setting. The gallery is supported by an increasing public.

MANDELL FOUNDATION AWARDS \$18,000 GRANT

A recent grant of \$18,000 in support of La Salle's CAMPAIGN FOR THE 80'S was received from the Mandell Foundation of Philadelphia.

Brother Patrick Ellis, in thanking the Mandell Foundation for its support, stated that the grant will be used to support the college's future needs.

LA SALLE COLLEGE VOLUNTEERS MAN PHONES DURING 73-74 ANNUAL FUND DRIVE

During the 73-74 Annual Fund Drive, La Salle College volunteers man phones to assist in the collection of donations. The volunteers are: [List of names]

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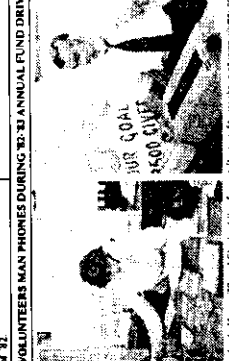
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La Salle College volunteers man phones during the 73-74 Annual Fund Drive. The volunteers are: [List of names]

had a lifelong concern for the handicapped, a painting done by a quadraplegic artist with a small engraved plaque attached might be a more meaningful gift.

6. **National practice suggests, as a general rule, a 1.5 to 3 percent ceiling on spending for thank-you gifts and activities.** There are times you may have to vary a few percentage points for very special occasions or gift club operations. But many donors are justifiably put off when institutions spend lavishly on frills. Don't mark your institution as being financially irresponsible! That's the one message you don't want to send.

7. **Don't overlook on-site opportunities to better inform donors about your work and to entertain and involve them.** Recently, a wealthy attorney flew to South America next to a director of a Christian youth group. After telling the man about the programs his organization operated, he asked the attorney if he'd like to visit. The attorney came to the youth center while on his trip and was so impressed that he gave a follow-up gift of several thousand dollars to purchase needed equipment for the group.

8. **"In expressing appreciation you can never do enough. In giving recognition, do everything and anything within proper taste and appropriate to the donor."** Jerald Panas provides this summary of advice on recognizing donors in his book Mega Gifts (Pluribus Press, 1984).

Donor Clubs

At the base of many institutions' recognition programs is the donor club—a group of people who have committed themselves to particular giving levels (#16). Clubs are used as status symbols, and as extra rewards to donors who receive premiums as a result of their gifts. Membership should be guaranteed by meeting a prerequisite contribution amount.

Here is a typical club scheme.

Level 1: \$100/\$500 annual gift for membership. Members at this level would be given tickets to your institution's annual special dinner, receive your institution's quarterly newsletter, and receive



What is the "Committee of 100"?

It is a private corporation of men and women who believe in the ultimate mission of Walla Walla College. Every year these individuals systematically budget a contribution of \$500 or more to help support the college.

Who are its Members?

Members include alumni and friends of the college from Vancouver to Spokane, Portland to Milton-Freewater, Crescent City to Loma Linda, Payette to Billings, and, yes, even from Texas to Singapore.

These loyal friends represent varied professions: physicians, dentists, engineers, musicians, ministers, college administrators, teachers, businessmen, farmers, architects and many, many more. These are people who are using both their time

and means to support Christian education at Walla Walla College.

What are some of its Accomplishments?

Since 1974, the Committee has:

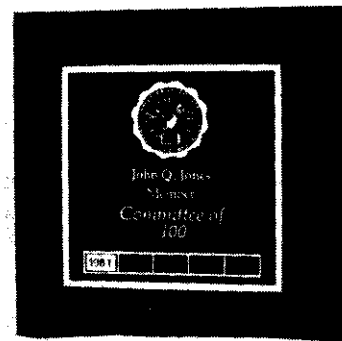
- Purchased a mine for \$20,000 on 80 acres in gem country near Madras, Oregon and gave it to the college which sold it three years later for \$50,000.
- Purchased for the college a 44-passenger short-tour bus for \$39,600, the first new bus the college has ever owned.
- Donated \$100,000 toward the building of the new Industrial Technology Center (see front cover). That sum enabled the college to receive a matching grant from the Kresge Foundation.
- Acquired properties adjacent to the college campus to provide for future expansion.
- Donated \$25,000 toward the building of the new Havstad Alumni Center, just completed.

What are Some of its Plans?

- Participation in the construction of a new Chemistry Building.
- Participation in an addition to the Library.
- Completion of payment for properties adjacent to the college campus, purchased to provide for future expansion.

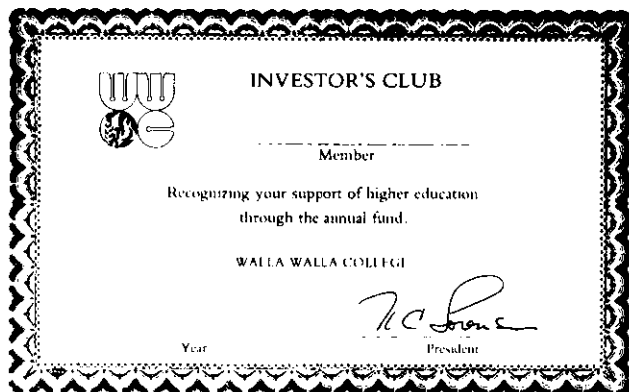
We Invite You to Join Us

If you wish to make a really rewarding investment — one that has impact in the years ahead as well as now — invest in Christian education for young people.



In addition to the Award shown above, you will receive for each subsequent year of membership, a year date tag for your award plaque, a quarterly newsletter from the President of Walla Walla College, an annual on-campus seminar meeting with the President of the college and a courtesy card entitling you to free access to WWC's Physical Education facilities, the library and lyceum events on campus. You will also receive *Westwind*, the college journal, each quarter and will be listed by name in the annual donor list (winter issue).

#16



NATIONAL CITY BENEFITS

- Support of ministries unique to your National Church
- Continued maintenance of the Disciples' National Church
- Resources for equipment and furnishings to enhance the ministries
- Commitment and interest of individual Disciple partners from across the U.S. and Canada
- Maintenance of a Disciple presence at the seat of our Nation's government.

YOU ARE CORDIALLY INVITED TO BECOME A MEMBER OF THE NATIONAL CITY ALEXANDER CAMPBELL SOCIETY

Membership in the Alexander Campbell Society is achieved with an annual gift of \$100 or more to the National City Christian Church Corporation which has responsibility for maintaining the denominationally owned National Meeting House in Washington, D.C.

Membership provides you an opportunity to become partners and share in a sense of satisfaction with other Disciples in ensuring the on-going ministries at your National Church.

There are five levels of annual giving recognized within the membership of the Campbell Society. You may choose the category which matches your resources and interest.

- Visionary: \$2,000 plus
- Pacesetter: \$1,000 — \$1,999
- Pioneer: \$500 — \$999
- Steward: \$250 — \$499
- Friend: \$100 — \$249

MEMBERSHIP BENEFITS:

- An attractive memento of membership, suitable for display
- A tasteful Campbell Society pin or tie tack
- Timely reports on membership
- The PROMISE, a periodic newsletter on activities of the Corporation and your National Church
- Invitations to area and regional National City sponsored events
- Tourist packet and hotel and travel information when visiting your Nation's Capital
- Personal tours of your National Sanctuary
- Partnership with other Disciples supporting the National Church

SPECIAL GIFTS ORGANIZATIONS

NAME OF GROUP	RANGE OF GIFTS	MEMBERSHIP
The Century Club of the University of Pennsylvania	\$100 . . . \$249	Alumni and Friends of all Undergraduate Schools and Graduate Arts and Sciences
School of Dental Medicine, Century Club	\$100 . . . \$249	Alumni and Friends
Law School, Century Club	\$100 . . . \$499	Alumni and Friends
Wharton Graduate Division, Century Club	\$100 . . . \$499	Alumni and Friends
George Meeker Society of the Division of Graduate Medicine	\$100 . . . \$249 \$250 . . . \$999 (Sustaining Member)	Alumni and Friends
Leonard Pearson Associates of the School of Veterinary Medicine	\$100 . . . \$999	Alumni and Friends
Committee of a Thousand	\$250 . . . \$999	Alumni and Friends of all Undergraduate Schools and Graduate Arts and Sciences
John Archer Society	\$250 . . . \$999	Alumni and Friends of the School of Medicine
Thomas Evans Associates	\$250 . . . \$999	Alumni and Friends of the School of Dental Medicine
Joseph Wharton Associates	\$500 . . . \$999	Alumni and Friends of the Wharton Graduate Division
William Draper Lewis Associates	\$500 . . . \$999	Alumni and Friends of the Law School
Benjamin Franklin Associates	\$1,000 . . . \$4,999	All Alumni and Friends
Fellows of the Benjamin Franklin Associates	\$5,000 . . . \$ and up	All Alumni and Friends

Here is the list of Penn's special gift organizations. They are supervised by the Annual Giving office, but membership is open to parents and friends of the University. The Century Club of the University of Pennsylvania has the most members, 2,200-plus and they give a fine \$240,000. But the close-to-500 Associates are easy winners in the money total with more than \$875,000 for Annual Giving.

a certificate or laminated card stating that they are club members. Membership must be renewed annually.

Level 2: \$1,000 annual gift. This level of membership carries all the benefits of the first level except that members would be given plaques or pylons instead of certificates, and receive a special invitation to your institution's events and activities, with special seating available. Membership must be renewed annually.

Level 3: \$10,000 one-time gift. Someone giving at this level might be named a lifetime member of your donor club, depending on the size of the institution and its fund raising success. As part of the membership package they receive a special plaque made exclusively for Level 3 members, and have seats at a special table reserved for lifetime members at the annual dinner. They also receive other bonuses such as a special pass enabling them ticket preference for any of your institution's activities.

Donors beyond the third level should be invited to enjoy any of the benefits of club membership in addition to the benefits received from their gift. **There must also be a clear distinction in benefits between club membership and individual recognition.**

Starting Your Club

Step 1: Select an appropriate name for your club. Choose names that won't be offensive to your constituency. You might want to drop the word "club" from the title in some instances. Examples: Committee of 100, President's Club, Golden Circle of Friends, or a name associated with the founder of the institution.

Step 2: Determine your club's structure and format.

Step 3: Analyze your potential by starting with those who have already given to your organization at a certain level. See if there is receptivity to the idea of a club.

Step 4: Establish prerequisite levels of giving based on the receptivity of your club, past giving habits, demography and size of your institution or agency.

Step 5: Strive to up-grade donors.

Step 6: Incorporate a series of special events and attractive premiums for club members.

All Giving Levels

The benefits members receive from affiliations

(newsletters, annual open house, premiums) serve to remind them regularly that they are remembered, needed and appreciated. Organizations often receive large deferred gifts or bequests from the ranks of its special giving club members.

Donor Recognition Walls

Billboards dot America's highways reinforcing images of a product in the minds of millions of passing motorists. Donor recognition walls serve a similar purpose for non-profit institutions. The walls, like billboards, catch the eyes of passersby, advertising the availability of permanent recognition to potential donors while providing additional recognition to current donors.

Many people benefit when an institution constructs a recognition wall. Individuals who have given a significant amount benefit by the prestige and recognition which comes with the public display of their giving power. Institutions benefit because the wall often influences non-donors to aim for the prestige which accompanies a plaque on the wall and often inspires those already listed to upgrade their contributions.

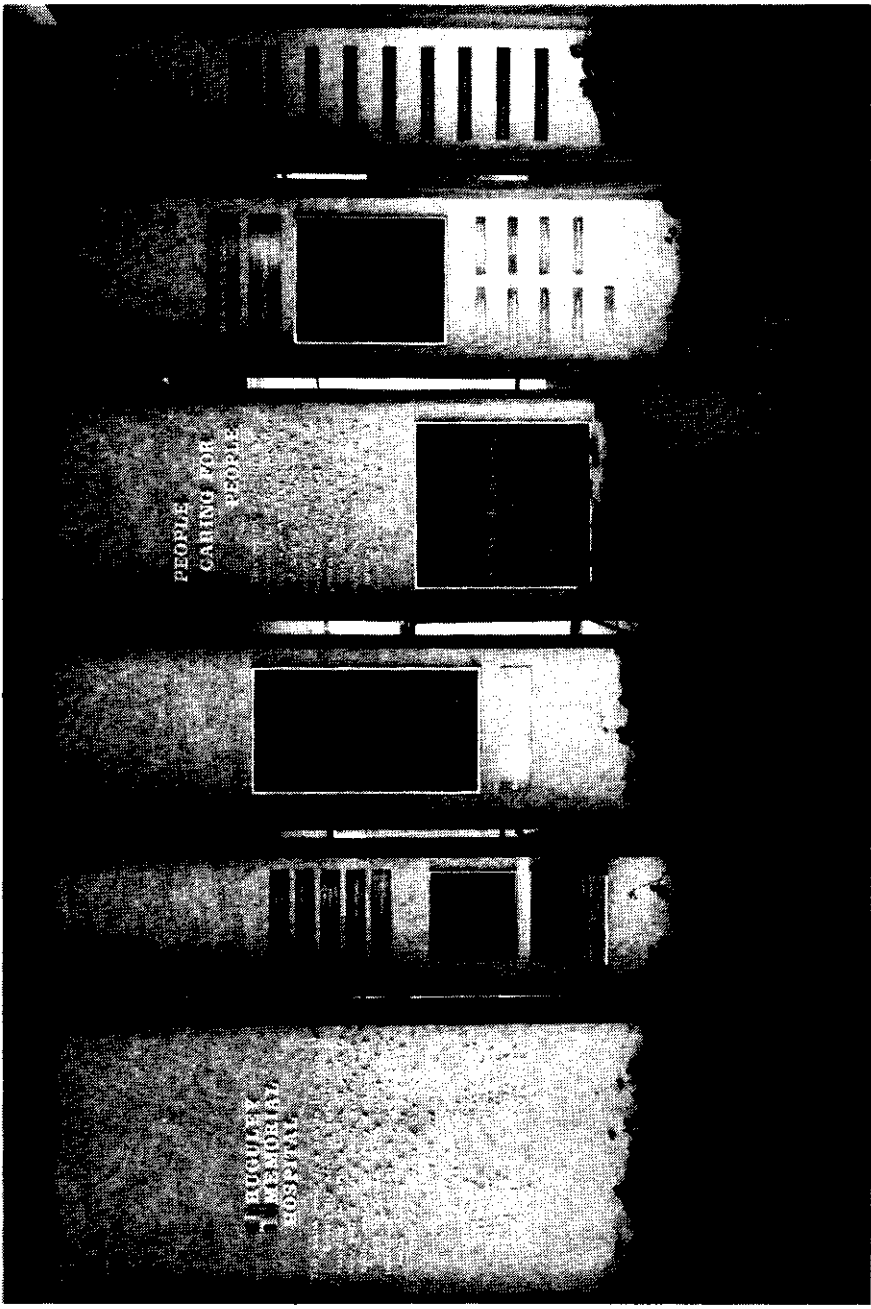
It is becoming a common practice for the donor recognition wall to be erected with a new institution or a new addition to the existing structure. During opening day ceremonies for the facility the wall can be unveiled to show plaques and awards in honor of the individuals and companies who provided money to found the institution. Organizations that did not originally include a donor wall often compensate by incorporating the dedication and unveiling of the wall into the schedule of a capital campaign.

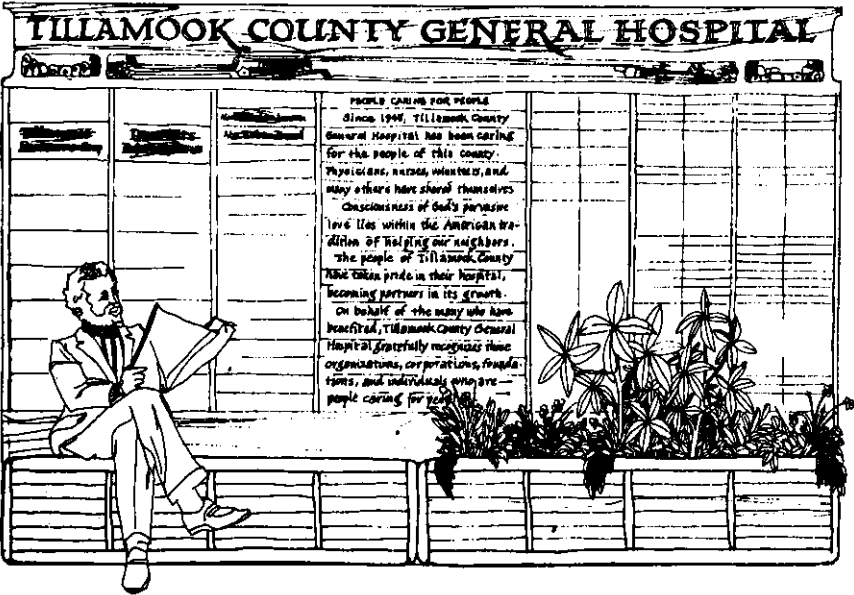
Where They Go

Donor recognition walls should be placed in a central location, an area which receives more public exposure than any other part of the institution. Ideally, they are constructed in a lobby or visitor's center (#17).

Recognition Wall Levels

It is important to incorporate the donor wall into your total





Tillamook County General Hospital

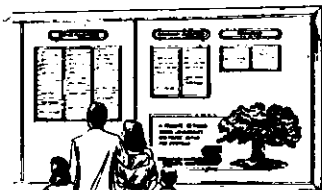
a hospital is people caring for people

Since 1948 Tillamook County General Hospital has been caring for the people of this county. Physicians, nurses, volunteers, and many others have shared of themselves. This concept of helping our neighbors, engendered by a consciousness of God's pervasive love, is the foundation upon which this hospital was established.

The people of Tillamook County have taken pride in their hospital and have become partners in its growth. They have given of themselves and of their resources.

On behalf of the many who have benefited, Tillamook County General Hospital gratefully recognizes those organizations, corporations, foundations, and individuals who are partners in service—people caring for people.

*Donor Wall Recognition
Tillamook County General Hospital*



**"Where your treasure is
There will your heart be also."**

These timeless words of Jesus tell a deep truth about all men. Here, on a wall of bronze inscriptions, Shawnee Mission Medical Center seeks to honor some of the individuals and organizations whose hearts and treasure have helped build and sustain this hospital for the citizens of Johnson County, Kansas.

Opened 20 years ago, in 1962, on land donated by the J. C. Nichols Company, Shawnee Mission Medical Center has grown to nearly 400 beds, touching the lives of over 50,000 people each year.

It is with gratitude that we recognize these friends, benefactors, and founders who turned a dream into a mission.

*Unveiling Ceremony
For The
Donor Recognition Wall*

*May 11, 1982
7:30 p.m.*

*Shawnee Mission Medical Center
74th and Grandview
Shawnee Mission, Kansas 66201*

The Shawnee Mission Medical Center Foundation works in partnership with this hospital to provide a channel for the philanthropic commitments and heartfelt gifts of those who wish to share in meeting their community's health care needs.

Donor categories reflect the following cumulative gifts:

Friends	\$ 1,000 - 4,999
Patrons	\$ 5,000 - 9,999
Benefactors	\$ 10,000 - 24,999
Honorary Directors	\$ 25,000 - 99,999
Founders	\$100,000 and above

Each gift, regardless of size, is precious to us and is used where the donor directs, or where the hospital's needs are greatest.

Program

Invocation	I W. Flynn Executive Director Shawnee Mission Medical Center
Dinner	
Welcome	Mark S. Gilman SMMC Foundation President Executive Vice President Gill Studios
History	J. Russell Shawver President Adventist Health System/ Eastern and Middle America
Response	Sheldon Berenson, M.D. Medical Staff President
Introduction	Paul W. Walters Chairman of the Board Lenexa State Bank & Trust Co
Remarks	Cliff C. Jones Chairman Jones & Babson, Inc
Unveiling of Donor Recognition Wall	Richard Edmonds SMMC Board of Trustees Senior Engineer New Products Division Western Electric

recognition program. Typically, placing a name on the wall means the donor is joining an elite society in partnership with your institution. Recognition is usually for larger gifts, but again depends on your definition of "large."

The donor wall is often used as another benefit of becoming a member of a donor club. In fact, it is common practice to divide the recognition wall into sections bearing names such as "Friend," "Benefactor" or "Patron" identical to the various club names. These names should be associated with the dollar amounts which provide the parameters for each recognition level posted.

Donors can be encouraged to continue or upgrade their contributions in order to have their names moved from one level to a higher recognition panel by posting recognition on an annual basis. To keep a name plate on the wall, each donor must continue to give.

Small institutions tend to have few gift categories. They are better off to decide what constitutes a significant gift to their organization and set recognition levels for the wall accordingly. Instead of concentrating on establishing a number of different recognition panels and levels, these institutions can emphasize the wall itself.

Large institutions must base their donor wall on established recognition levels. This will ensure that donors within a level are acknowledged consistently. Gifts which do not fit into the giving level on the wall could be listed in a donor recognition book, attached to the wall or on display nearby. The categories should be clearly defined and well publicized in the institution's donor publication or quarterly report.

Wall Components

At its barest, a recognition wall harbors plaques honoring a select group of current donors. The wall can and should say much more. Here are other components which frequently appear on recognition walls.

1. **Reflect the mission of the institution.** Because of its prominent position, the wall will become a top attention getting spot—a good place to advertise your institution's goals and philosophy. Use your institution's mission as the theme to tie the various recognition components on the wall together.

2. **A tribute to the founders.** Even if a donor wall is

installed years after the building it is housed in, the pioneer philanthropists who made the institution possible can still be honored. A small text stating the value of the founder's gift to your institution and the gift's use for the future could accompany plaques bearing these people's names. Another idea would be to place portraits of the founders near the wall or as part of it, especially if your institution stands as a memorial. The tribute will serve as a reminder of the original spirit of the mission that challenged others to support the institution.

3. **Panel levels.** Each section or panel of the wall should be named, and should represent a specific recognition level. Qualifications for each panel should be published and based on existing recognition levels.

4. **Employee Section.** Employee contributions are an important part of any development program. Special attention given to employee gifts will help upgrade in-house contributions and encourage other workers to give as well.

5. **Tree of Life.** The Tree of Life is a metallic sculpture which consists of a base or trunk fashioned after a tree bearing the founding donors' names. Bronzed leaves are representative of another gift level. Donors' names are engraved on each one. The Tree of Life can be an effective way to symbolize your institution's purpose, especially if you represent a health-related institution, and can be modified for capital campaigns or employee efforts or special projects (#18).

Wrapping It Up

When planning a donor recognition wall, it is important to remember that the chief appeal of the wall is its permanence. Many people give because the wall insures future remembrance of their contribution and name. With this in mind, recognition levels must not be set so low that names are routinely removed from the wall. Ideally, upgrading donors should be the only reason for removing a name from a section. Take care to preserve the exclusivity of your wall. Keep it special.

Memorials

Any institution with a clearly identifiable mission to



#18

John Doe
and
Family



#18

present to the public should consider establishing a memorial program. When properly marketed, these programs provide an important source of funding and a good list of potential donors--donors who can be encouraged to become dedicated supporters of your institution especially if their gifts are acknowledged properly.

Most people like to think they have helped their neighbor through their life's work. Memorials serve humanity through the basic contribution, while honoring a person who has died, or preserving a name through commemorative recognition.

People are recognized in many ways through memorials. Commemorative gifts enable donors or their loved ones to have buildings, rooms, wings and major equipment or furnishings named in their honor. Gifts given in memory of someone either living or deceased serve as permanent reminders of their lives and accomplishments. Their names live on through the institution's buildings, programs and progress (#19).

There are two basic pieces to be designed which will complement each other and fulfill the functions of acknowledging and notifying the surviving family or the honored individual. Notification of gifts to the family or honored individual and acknowledgements to donors are handled in the same way, regardless of gift size.

1. **Donor Acknowledgement Card or Letter**--For smaller gifts, a single panel, thank-you card can be sent with a receipt, or the card can serve as both a thank you and a receipt (#20). Copy should include a line that expresses gratitude for "your gift of \$ ___ in memory of or to honor _____," followed by a couple of sentences telling how the gift will benefit those your organization serves. For larger gifts, the thank-you card can be sent with receipt immediately, followed by a personal letter in two weeks from the chairman of your development committee or another appropriate individual.

2. **Sympathy Card/Notification**--a simple, but meaningful message to the surviving family or the honored person indicating that a gift has been made by _____ in memory of or in honor of _____ to your organization, followed by how much it is appreciated, the good that will be accomplished and how the gift is a living tribute (#21). No amount is mentioned in the notification piece.

In Memoriam

The Memorial Gifts Program
of
The Dartmouth College Alumni Fund

Those who have made memorial gifts and those who might be sent a letter at the start of the annual giving campaign. A folder, which in large part is reproduced below, is enclosed. Result - hundreds of widows and classmates are making annual - not just one-time - memorial gifts in honor of deceased Dartmouth men.

ANNUAL MEMORIAL GIFTS

For more than half a century it has been through the Dartmouth Alumni Fund that most alumni make annual contributions to their College. These unrestricted gifts are immediately available for use in areas and programs where they are most urgently needed.

An important and traditional part of each Alumni Fund Campaign is the Memorial Gifts Program whereby widows, relatives, classmates and friends of deceased Dartmouth men contribute to the Alumni Fund an *IN MEMORIAM* gift to honor their memory and to perpetuate their support of the College.

There is abundant evidence in letters and personal notes that accompany a great many such gifts that donors, strongly aware of the deep and abiding affection of Dartmouth men for their College, are moved to perpetuate the memory of deceased alumni through the annual Alumni Fund.

In many classes, widows are serving as volunteers to encourage widows and relatives of deceased alumni to participate in class affairs, to attend class reunions, and to contribute annual Memorial Gifts to the Alumni Fund. This program continues to expand each year, and the Alumni Fund Committee is especially grateful to these ladies for their volunteer services in the Dartmouth family.

Memorial Gifts range from the very modest to \$1,000 or more. In recent years over \$140,000 has been received annually in the names of more than 2,000 Dartmouth men.

It is with gratitude and pride that these gifts of remembrance are received each year by the Alumni Fund; for they serve always to bring the Dartmouth family closer together in an ever more meaningful expression of the truth that in the Dartmouth fellowship there is no parting.

ENDOWMENT FUNDS FOR *IN MEMORIAM* GIFTS

Some families and friends of Dartmouth alumni have elected to create permanent individually endowed funds in the names of Dartmouth alumni, with the annual income from such Memorial Funds credited to the Alumni Fund in their names and for the classes of such alumni.

A permanent individual endowed fund, named in honor of a Dartmouth alumnus, may be established with gifts totaling \$1,000 or more. Increasingly, Memorial Funds are being established each year to honor alumni, with the income going to the Alumni Fund for the class of the individual being honored. The annual income produced by these Funds amounts to more than \$75,000. This total, combined with the *IN MEMORIAM* contributions, represents a significant portion of the total annual Alumni Fund.

Dartmouth College is deeply grateful not only for the yearly remembrance of those no longer with us but also for the permanent, tangible assistance that endowed funds do provide for present and future sons of Dartmouth.

The names of those men whose memory is so honored are listed each year in our *IN MEMORIAM* booklet which is sent to all donors in the fall.

In the words of Richard Hovey, Class of 1865:

*The still South remembers them,
The hills around them name,
And the granite of New Hampshire
Keeps the record of their fame.*



"The most acceptable service to God is doing good to men," said Benjamin Franklin.

You can relieve the suffering of your fellow man and also acknowledge a special person in your life by giving a gift in that person's name to Loma Linda University Medical Center.

You may want to make a donation in the memory of a dear departed one. Or you may choose to celebrate birthdays, anniversaries, marriages, engagements, confirmations, or other happy events with a commemorative gift.

To the person or family you wish to remember, an appropriate certificate will be sent informing them of your donation.

Sincerely,

JOHN D. RUFFCORN, Administrator
Loma Linda University Medical Center

Commemorative Opportunities

A hospital building program represents a special opportunity.

It provides the satisfactions of contributing in an important way to the well-being of the community, and at the same time allows you to put your mark on something that will withstand the test of time.

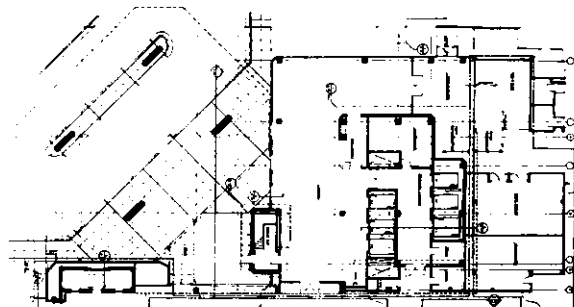
Through a memorial gift program, your gift can memorialize your family's name, or that of loved ones or friends, providing a lasting testimony of your spirit of generosity and concern, as a living memorial for generations to come.

The commemorative opportunities at Florida Hospital are many, from \$5,000 for an x-ray viewing office, to \$40,000 for a waiting room, to \$500,000 to name a floor in the new in-patient wing.

For those who prefer the satisfaction of providing new equipment rather than bricks and mortar, the expansion calls for many and varied equipment needs. These range from Doppler Stethoscopes to Argon Lasers, and many others.

If you have a particular interest in a project not listed in this brochure, we will be happy to design an individualized memorial program to meet your interests.

Details of giving opportunities are available from the Capital Fund Office at 898-9796. All contributions are tax-deductible to the extent permitted by law.



NEW ENTRANCE LOBBY

Main Lobby	\$250,000
Gift Shop	75,000
Admitting Office	50,000
Information Center	50,000
Elevator	each at 25,000
Furnishings	25,000
Original Paintings, Tapestry, & Art Work	5,000-25,000
Interior Landscaping	10,000
Historical Exhibit	10,000

#20

XYZ Hospital, 222 Circle Drive, City, ST 00000

May 25, 1984

Mr. and Mrs. John Doe
1111 Highland Circle
Anywhere, USA 00000

Dear Mr. and Mrs. Doe:

Thank you!

Your gift just arrived in an envelope from our hospital annual report. What a nice surprise it was to open that envelope and find your check for \$25.

You can be sure that we treasure every gift and carefully place it where the donor wishes. Your gift will be put into the Heart Fund in memory of Mary K. Smith. We have notified her mother, Mrs. Wilma T. Jones of your gift, but did not mention the amount. Gifts that have not been designated for specific projects will be used to help complete the top two floors, providing beds and equipment for mental health patients.

Please call on us socially sometime and see the progress being made firsthand. You might like to stop in for a meal at our hospital cafeteria or browse in our gift shop, which is sponsored by the XYZ Hospital Auxiliary. It's operated by the volunteers everyday except Saturday, and all the proceeds are given to help provide equipment in the expansion program.

Again, thank you for helping us serve your community's health needs.

Sincerely yours,

Herbert Q. Smith

Herbert Q. Smith
Director of Development

HQS/bb

Memo from: **Edward C. Wines**
Vice President for Public Relations and Development



Thank you for your thoughtful gift to Loma Linda University. We are pleased that you have chosen to join the University in its mission to make man whole.

In sustaining this venture your gift will provide a living tribute to the one you have honored.

We have let the family know of your kindness.

E. C. Wines



#21

Hackettstown Community Hospital
has been honored by a gift
in memory of

from

This tribute has been acknowledged
with sincere appreciation

Guidelines for Memorials and Commemorative Gifts

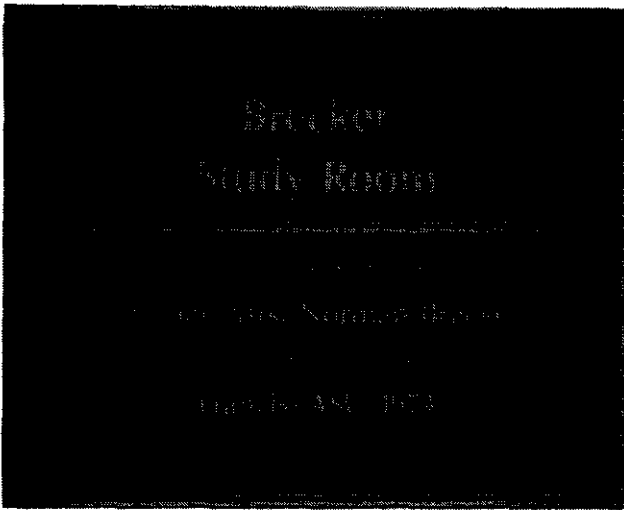
Like any other aspect of recognition, each institution needs to have a set of guidelines for memorials and commemorative gifts. Unlike other recognition guidelines, these standards are based on cost rather than set recognition levels. The following are some sample guidelines for setting up a memorial and commemorative gift program, and some financial pitfalls to avoid, provided by Hoag Memorial Hospital Presbyterian, a 467-bed facility in Newport Beach, California.

Naming a Facility

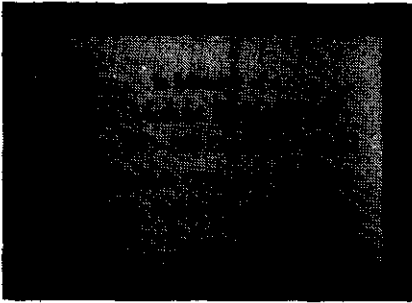
1. Donors who wish to name a building must give 75 (often institutions designate 50 percent) to 100 percent of the cost of construction and equipment if they wish to have the building named after them exclusively.
2. Donors who allow other portions of their building (rooms, wings, furniture, etc.) to be "sold" to other donors, yet still wish to have the building bear their name must give at least 50 percent of the cost of construction and equipment.
3. Amounts qualifying donors for other gift opportunities should be based on actual costs of construction and furnishings, plus shared costs of service departments and facilities which are not suitable as separate gift opportunities. This will represent the "real" cost of the gift.
4. Commemorative gifts other than buildings should be available to donors for 50 percent of the real cost. This includes gifts such as rooms, furniture, equipment, etc.
5. Buildings and facilities will not be named for non-donors, or in memorial unless the persons wishing to name it fund the project.
6. For partially-funded facilities, donors must make up the difference between existing funds and the total cost. No facility should be named for a gift of less than 50 percent of the total cost.

Getting Your Money's Worth

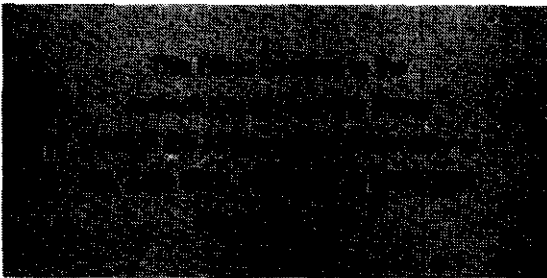
1. Your institution is under no obligation to name or construct buildings until the balance of funds has been raised.
2. These buildings will not be named on the basis of long-term pledges or deferred gifts.
3. Buildings will not be named for persons making a



#22



*Given in Memory
of
Alfred M. Drew
by his Family*



gift of property until the property is converted into cash.

4. Funded and existing facilities may be named in return for gifts of property or deferred gifts.

5. Areas that are not easily "saleable" may be named without commemorative funds in honor of an individual at the discretion of the Board.

6. All gift opportunities will be advertised with a list of the facilities and prices available circulated among prospective donors and hospital personnel.

Protocol

1. The names of all donors contributing to a memorial fund will be given to the deceased's or the honored living person's family, in addition to a message of sympathy concerning the death or a commendation for service from the institution.

2. All gifts and memorials will be recognized with a plaque in the area commemorated (#22).

3. Commemorative gifts of amounts comparable to gifts listed on the donor recognition wall should also receive similar recognition.

4. Cumulative donations to a memorial fund which equal recognition levels set for the donor wall should mean that a comparable plaque commemorating the deceased will be placed on the wall's memorial section.

5. Donor wishes are to be followed with regards to unveiling the memorials and commemorative gifts. Buildings and wings of buildings which are commemorative gifts should be "unveiled" in a well-publicized opening ceremony. Lesser plaques should either be recognized at an annual awards dinner or in a private ceremony.

Memorial giving is the most private form of philanthropy. Proper handling of the transaction, participation of people from your institution in whom donors can feel confidence and pride, and thoughtful and generous appreciation of the gift, regardless of its size, are all factors in the cultivation of future gifts—the lifeblood of your development program.

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The editors would like to expand their resource files of volunteer and donor recognition information. If you would like your material to be considered for publication in a future edition of this booklet, send your samples to:

Accent on Recognition
Philanthropic Service for Institutions
6840 Eastern Avenue NW
Washington, DC 20012

Underwriting

We wish to thank the following companies, groups and organizations for helping to underwrite the production and distribution costs of this booklet.

Achievement Products

"Giving is True Loving" Page-A-Day Calendar

Honorcraft Incorporated

Metal Decor

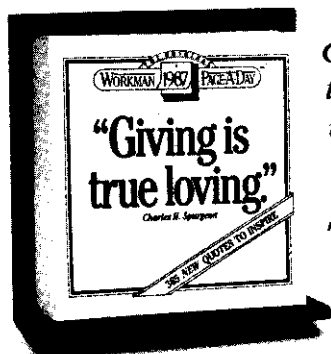
Sanford Werfel Studios

Seventh-day Adventist Hospital Association

WM Chelsea, Ltd.

In return for their assistance, the editors have provided space on the following six pages for these vendors to tell about their services. Appearance on these pages is not to be taken as an endorsement by the editors or anyone else associated with the publication of this booklet.

Here's how to make your year-end gift-giving last all year long.



Give the gift that inspires and thanks your donors and volunteers—365 days a year!

The 1987 "Giving is true loving" Page-A-Day Calendar

The "Giving is true loving" calendar is an ideal gift for donors, volunteers, board members, community leaders, and others important to your organization. Each day they'll be reminded of your appreciation for their contributions to strengthen America.

Order yours today! Prices for the 1987 edition are:

Quantity	Cost	Shipping
500+	\$4.25	\$5 per 25
100-475	\$4.45	\$5 per 25
25, 50, 75	\$5.45	\$5 per 25
2-24	\$5.95	10% of order
single copy	\$6.50	\$1.50

All orders include individual mailers for your distribution. A check, payable to "Giving Calendar - SDA," must accompany your order. The calendars will be available for shipment in August. Shipment will be made within two weeks after order is received.

For more information, contact: Bonnie Bowler, Giving Calendar - SDA, 6840 Eastern Avenue NW, Washington, DC 20012

Phone: (202) 722-6132

Please send me _____ 1987 "Giving is true loving" calendars and mailers.

Enclosed is a check (payable to "Giving Calendar - SDA") for _____.

Name _____ Title _____

Organization _____

Address _____

City _____ State _____ Zip Code _____

Phone _____

● IDENTIFY ● HONOR ● PROMOTE ● MOTIVATE

AWARDS — PLAQUES — PREMIUMS — INCENTIVES

- BADGES ● LUCITE EMBEDMENTS ● DECALS ● ADVERTISING SPECIALTIES
- MEMENTOS ● TROPHIES ● EMBLEMATIC JEWELRY

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achievement products inc.

294 A ROUTE 10 — P.O. Box 388 ● EAST HANOVER, NEW JERSEY 07936

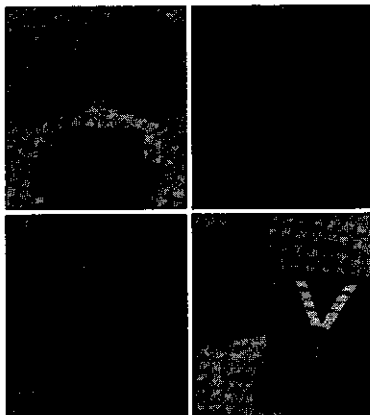
It's Nice To Be Appreciated.

Let your donors know that their gifts are appreciated...
a little recognition goes a long way.

At Honorcraft Incorporated we design and fabricate a variety of personalized recognition items, ranging from high quality key chains, to individual wall plaques, as well as large add-a-name tablets. We offer quality products and service to suit any fund raising budget.

Call or write for our free brochure... you'll be surprised at what a difference our designs and ideas can make.

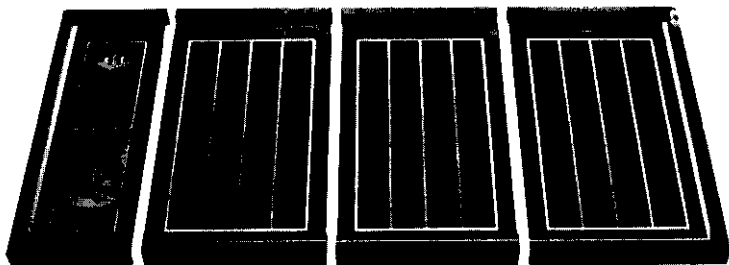
Inspire greater gifts with Honorcraft donor recognition devices.



Honorcraft Incorporated

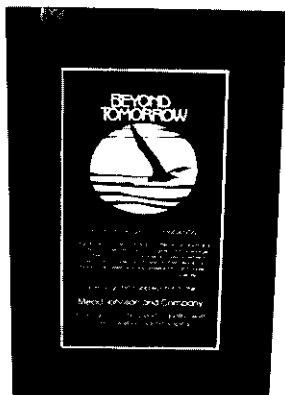
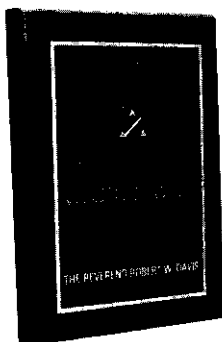
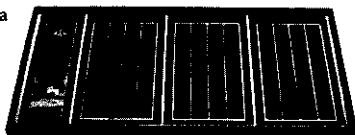
90 RIVER STREET, P.O. BOX 304, BRAintree, MASSACHUSETTS 02184/TELEPHONE: (617) 848-6013

Total recognition programs with continuity in appearance from Metal Decor.



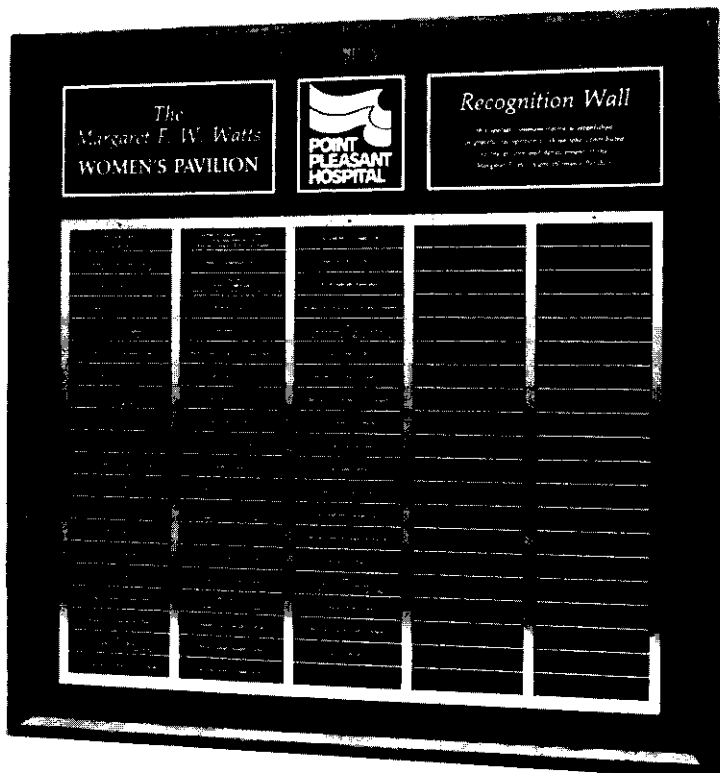
Metal Decor was first in developing a truly flexible, prestigious recognition concept for institutions.

Again leading the way, Metal Decor has developed the "EXPANDABLE" sectional channel plaque. This unique piece can be expanded by placing identical new panels in the central section. This allows your institution to maintain continuity in your program.



METAL DECOR - Hospital Division / A Division of Associates Engraving Co., Inc.
2731 N. Dirksen Parkway, P.O. Box 3606, Springfield, IL 62708, Telephone (217)523-4565

Metal Decor, The Specialists In Recognition



When your institution has a need to recognize a large number of donors, the Metal Decor "channel plaque" is the ideal vehicle to accomplish your goal. The "channel plaque" offers prestige, quality, flexibility and a cost you can afford.

With Metal Decor, the tradition continues.



METAL DECOR - Hospital Division
A Division of Associates Engraving Company, Inc.
2731 No. Dirksen Parkway, P.O. Box 3606, Springfield, IL 62708
Telephone (217) 523-4565

“The capacity to care is the thing which gives life its deepest meaning and significance.”

Pablo Casals

In recognition of the millions of hours and billions of dollars given each year by America's volunteers and donors to improve the quality of life for their fellow citizens.

Compliments of the

**Seventh-day Adventist
Hospital Association**
and the

Adventist Health System

**“CHELSEA TIES –
GREAT PUBLIC
RELATIONS FOR
WOMEN AND
INFANTS
HOSPITAL”**



“We've just re-ordered for the third time. Our stork logo looks great on this high quality product. We have many uses for our handsome CHELSEA ties. We give them to VIP's, use them as awards for fundraisers, and thank you's to donors. We sell them in the gift shop, too. Everybody likes them! We've been very happy with CHELSEA – good quality and good service at a reasonable price.”

*Winthrop B. Wilson, Vice President
Women and Infants Hospital*

*For information on logo ties for your
organization, call or write*

**W.M. CHELSEA
POB 159 • Scarsdale
New York 10583
914 725-2040 LTD.**

LEAVE THE ORDINARY TO OTHERS



Have an original donor recognition sculpture designed by Sandy Werfel especially created to tell the story of your institution.

For the Very Best In Donor Recognition

**Call or Write Today
201-636-2320**

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Appendix A

Word Finder

The following words are related to recognition and may be helpful in designing awards. Each column provides synonyms for the head word in bold.

Accomplishments

achievements
acquirement
attainments
deed
efforts
feat
fulfillment
performance
realization

Achieve

accomplish
actualize
complete
execute
fulfill
perform

Actions

achievement
craftsmanship
creation
deed
deportment
effort
exploit
measure
movement
operations
performance
perpetration
representation
transactions

Aggressive

energetic
enthusiastic
go-getter
hustle
invasive
offensive
persistent
spirited
vigilant
vivacious
zealous

Award

accord
bestow
confer
give
grant
present

Cause

bring about
bring to pass
create
develop
establish
found
institute
make
originate
produce
sow the seeds of

Charity

almsgiving
benevolence
generosity
good will
kindness
liberality
philanthropy
tolerance

Commitment

consecration
constancy
dedication
devotion
fidelity
intrusting
loyalty
service
unreserved adherence

Completion

bring to maturation
close
compass
conclusion
consumation
culmination
denouement
finale
finishing touch
integration
perfecting
performance
realization
refine

Do

carry out
discharge
dispatch
enact
execute
make
perform

Donation

benefaction
bequest
contribution
endowment
gift
grant
gratuity
liberality
offering
present

Donor

benefactor
bestower
bequeathor
conferrer
contributer
giver
grantor
presenter
testator

Appendix A

Gratitude

acknowledgement
appreciation
gratefulness
sense of obligation
thankfulness
thanksgiving

Honors

salutation
compliments
congratulates
hails
pays homage to
salutes
thanks

Humanitarian

altruistic
benevolent
charitable
generous
good Samaritan
large-hearted
liberal
philanthropist
unselfish

Influence

actuate
affect
cause
create
determine
guide
impel
incline
induce
lead
magnetize
move
persuade

Lead

conduct, conduce
contribute
counsel
guide
head
induce
persuade
pilot

Love

admiration
affection
beneficence
benevolence
charitableness
endearment
fervor
fondness
passion
regard
sympathy
tenderness

Outstanding

celebrated
distinguished
eminent
illustrious
noted
prominent
renowned

Performance

achievement
action
creation
execution
representation
touch

Positive

cheerful
decided
emphatic
geniality
optimistic
sunny
unqualified

Profitable

advantageous
aid
beneficial
gainful
lucrative
productive
remunerative

Progress

advancement
betterment
development
forge ahead
forward
growth
ongoing
press onward
step forward
success

Recognition

acceptance
acknowledgement
appreciation
express gratitude
gratefulness
thankfulness

Serve, Service

aid
assist
dedication
devotion
duty
help
helpfulness
kindness
minister to
oblige

Volunteer (noun)

amateur
free-will worker
nonprofessional

Volunteer (verb)

come forward
express readiness
offer
present
present oneself
proffer
propose
stand for
undertake

Appendix B

Recognition Vendors

Plaques, Pylons

Achievement Products, Inc.
294 Rt. 10 - P.O. Box 388
East Hanover, NJ 07936
(201) 887-5090

Benedeck & Fey Engravers
12 Yorktown Convenience Center
Lombard, IL 60148
(312) 953-0833

Adelphia Graphic Systems
302 Commerce Dr.
Exton, PA 19341
(215) 363-8150

Honorcraft, Inc.
90 River St.
Braintree, MA 02184
(617) 848-6013

Awardcraft, Inc.
11311 Hampshire Ave. S.
Minneapolis, MN 55438
(612) 829-0400

Metal Decor
P.O. Box 3606
Springfield, IL 62708
(217) 523-4565

Certificates

Awardcraft, Inc.
11311 Hampshire Ave. S.
Minneapolis, MN 55438
(612) 829-0400

Recognition Wall Units

Adelphia Graphic Systems
302 Commerce Dr.
Exton, PA 19342
(215) 363-8150

Honorcraft, Inc.
90 River St.
Braintree, MA 02184
(617) 848-6013

Ashworth International
753 E. Washington St.
North Attleboro, MA 02760
(617) 695-1900
(trees of life)

Metal Decor
P.O. Box 3606
Springfield, IL 62708
(217) 523-4565

Awardcraft, Inc.
11311 Hampshire Ave. S.
Minneapolis, MN 55438
(612) 829-0400

Mitchell Associates
One Avenue of the Arts
Wilmington, DE 19801
(302) 594-9400
(heritage displays)

Forsythe-French, Inc.
108 E. North Scott Ave.
Belton, MO 64012
(816) 322-2580

Sanford Werfel Studios
133 Avenel St.
Avenel, NJ 07001
(201) 636-2320
(trees of life)

Medallions

Ashworth Associates
753 E. Washington St.
North Attleboro, MA 02760
(617) 695-1900

Honorcraft, Inc.
90 River St.
Braintree, MA 02184
(617) 848-6013

Awardcraft, Inc.
11311 Hampshire Ave. S.
Minneapolis, MN 55438
(612) 829-0400

Miscellaneous

Achievement Products, Inc.
294 Route 10, P.O. Box 388
East Hanover, NJ 07936
(201) 887-5090
(emblematic jewelry)

Jardine Associates
97 Cottage St.
Pawtucket, RI 02860
(401) 724-1880
(pen sets/emblematic jewelry)

Ashworth Associates
753 E. Washington St.
North Attleboro, MA 02760
(617) 695-1900
(emblematic jewelry)

William Chelsea, Ltd.
P.O. Box 159
Scarsdale, NY 10583
(914) 725-2040
(custom woven neckwear)

Benedeck & Fey Engravers
12 Yorktown Convenience Center
Lombard, IL 60148
(312) 953-0833
(engraved desk/gift items)

The listing of recognition vendors above was compiled from information supplied by the companies and is included free of charge as a service to users of this booklet. More than 50 companies providing products and services in the above categories were contacted about being included in this complimentary listing. Appearance on these pages is not to be taken as an endorsement by the editors or anyone else associated with the publication of this booklet.